

**Western Wisconsin Workforce Development Board, Inc.**  
**Local WIA Plan**  
**April 29, 2005**

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- I. Workforce Development Area Needs, Labor Market Analysis and Assessment the Workforce Investment Activities and Asset . The WDB analysis in this section sets the stage for mapping out strategies to achieve your mission over the next two years. Start by assessing where you are today. Keep in mind the statewide labor market trends that were identified in Attachment A: a continued shortage of young people available to enter the workforce; accelerated requirements; increased employment in most industries; a transition from manufacturing to technology based economy; a decline in clerical and administrative opportunities and high demand in health care and computer technology fields. Remember all partners, new and old, need to be part of the development of this section as well as the entire plan.**

**A. WDA Workforce Investment Needs**

**1. Describe the local workforce investment needs as they relate to**

**a. Employers**

- Forum to communicate needs to the Workforce Development Board and Job Center Partners
- Qualified, skilled employees
- Soft-skills or Life skills development for employees – including motivation to work
- Identification of “untapped markets” for employees (i.e. homemakers for part-time, retired individuals, minorities, etc.)
- Specialized skills training; skills upgrading
- Methods to manage a diversified workforce
- Methods for job-seeker assessments and feedback
- Access to Human Resource Services for smaller companies without an HR Department
- Reduced turnover of employees; methods for attraction and retention.

**b. Job Seekers**

- Stability and security of work opportunities
- Elimination of barriers
- Life Skills training
- Skills training for high demand high growth occupations
- Education regarding employment and training resources
- Easy access to services including home-based training opportunities
- Support services
- Assessments to determine capabilities, interests and abilities including access to alternative tests and assessments for those with special needs
- Education about “hidden paycheck” or impact of benefits

**c. Incumbent Workers**

- Accessibility to training and assessment
- Different, continuous and flexible training options for skills enhancement
- Methods to cope with change and pace of change in a technological and global environment
- Understanding of impacts and value of benefit packages.

**d. Youth** – Youth needs were addressed by both the Workforce Development Board and the Youth Council.

- Life or Success Skills (formerly known as soft skills) training
- Enhanced Career Exposure
- Build common values, work experience, value of global impact
- Mentoring and Job Shadowing Experiences
- Partnership between business and education for learning and leadership opportunities
- Outreach to all youth, especially out-of-school youth about resources available under WIA as well as coordinating services.
- Skills training for high demand, high growth opportunities.
- Mentoring and relationships with parents and individuals of influence

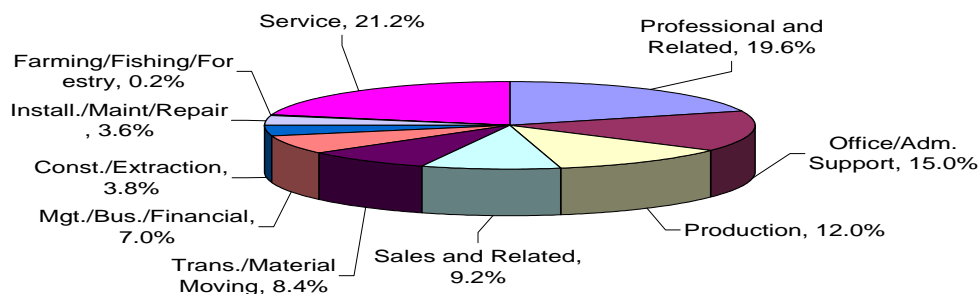
**e. Cross Cutting Issues** – the Western Wisconsin Workforce Development Board also identified needs that cut across all customers. These are defined as:

- Technological skills training and continuous upgrading
- Development of measures of success of programs
- Communication of available resources to all customers: Employers, job seekers, youth and incumbent workers
- Reciprocal communication of customer needs (employers, job seekers, youth and incumbent workers)
- Ability to embrace change, be flexible, versatile and to act ethically.

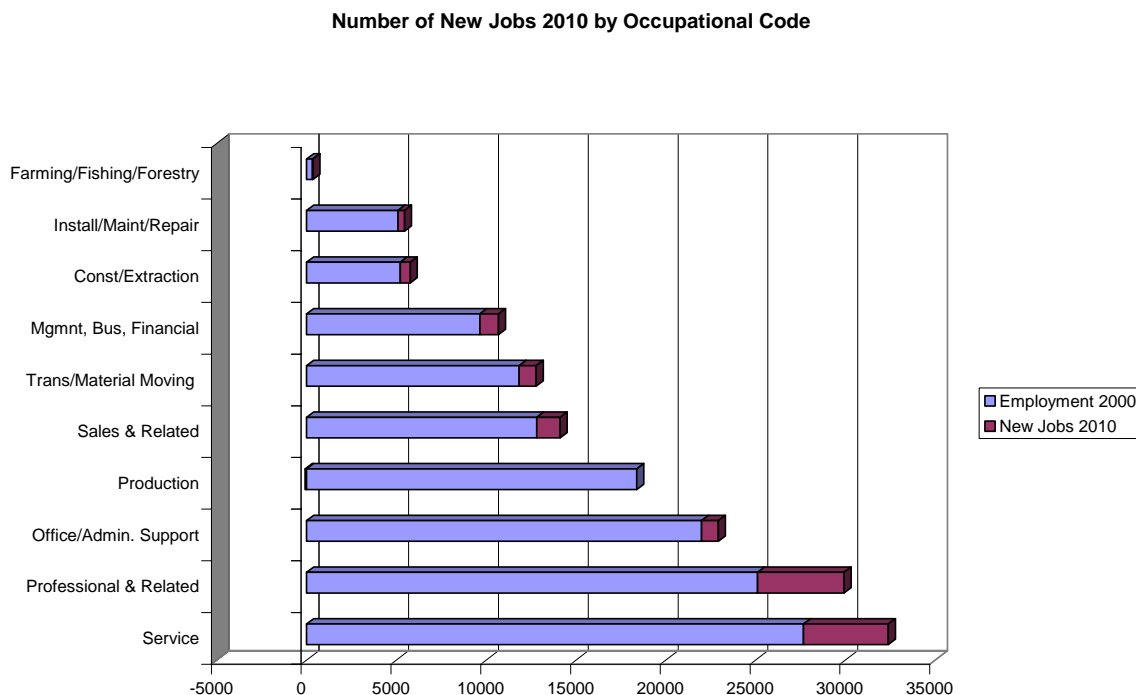
**B. Labor Market Information** – Taken from the State of the Workforce Report – 2004 and based on information from the US Census and Department of Workforce Development.

**1. Identify the current and projected occupational/employment opportunities**

The Western Wisconsin region has a diverse mix of occupations, when classified by the major groups. In 2010 the occupational mix will basically remain the same as in 2000, although the proportions of jobs in broad occupations will change. For 2010, the broad occupational mix for the entire western Wisconsin Region is shown the figure below.



Within each broad classification, several occupations will have more openings than others. For 2010, the projected number of new jobs are shown below.



**2. Describe the job skills necessary to obtain current and projected employment opportunities.**

The projected employment and education required, appear in the chart on pages 4 and 5

**3. Identification of high demand/high wage jobs and industry clusters as well as the related skill needs and an assessment of current activities to address those needs in your area.**

The identification of high/Demand and high/wage jobs also appears in the chart on pages 4 and 5.

Current activities to address the needs are:

- Working with the technical colleges and industry groups to address skills training;
- Development of taskforces to address the needs;
- Activities outlined in Section V – Demand Driven System.

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Occupational Title	Employment <sup>(3)</sup>		Estimated Average Annual Openings			Education and Training Typically Required <sup>(5)</sup>	Average Annual Salary <sup>(6)</sup>
	2000 estimate	2010 projection	New Jobs	Replacements <sup>(4)</sup>	Total		
Management and Finance							
General and Operations Mgrs	1,750	1,900	20	30	50	Work experience & degree	\$63,648
Medical/Health Services Mgrs	250	320	10	0	10	Work experience & degree	\$62,902
Computer/Information Systems Mgrs	160	240	10	0	10	Work experience & degree	\$61,928
Sales Mgrs	250	310	10	0	10	Work experience & degree	\$61,630
Financial Mgrs	460	510	10	10	20	Work experience & degree	\$58,418
Accountants and Auditors	690	780	10	10	20	Bachelor's degree	\$39,528
Business Oper Specialists/All Other	570	620	10	20	30	Bachelor's degree	\$31,604
Ed Administrators	410	470	10	10	20	Work experience & degree	
Professional and Related							
Directors/Religious Activities/Ed	*	*	10	10	20	Bachelor's degree	*
Musicians/Singers	*	*	10	0	10	Long-term on-the-job training	*
Lawyers	270	340	10	0	10	First professional degree	\$67,112
Computer Systems Analysts	370	500	10	0	10	Bachelor's degree	\$50,216
Dental Hygienists	150	200	10	0	10	Associate degree	\$49,005
Network/Computer Systems Admin	140	220	10	0	10	Bachelor's degree	\$48,867
Registered Nurses	2,790	3,390	60	60	120	Bachelor's degree	\$42,072
Counsel/Social/Religious Wrkrs AO	500	610	10	10	20	Bachelor's degree	\$39,845
Sp Ed Tchrs/Presch/Kind/Elem Schl	230	300	10	0	10	Bachelor's degree	\$38,698
Elemen Schl Tchrs Ex Special Ed	1,230	1,360	10	30	40	Bachelor's degree	\$38,133
Secondary Schl Tchrs Ex Sp/Voc Ed	1,050	1,210	20	30	50	Bachelor's degree	\$37,443
Clergy	670	820	20	20	40	Master's degree	\$37,427
Computer Support Specialists	290	510	20	0	20	Associate degree	\$34,630
Public Relations Specialists	200	260	10	0	10	Bachelor's degree	\$34,032
Radiologic Technologists/Techs	240	290	10	10	20	Associate degree	\$33,101
Child/Family/School Social Wrkrs	280	340	10	0	10	Master's degree	\$32,611
Self-Enrichment Ed Teachers	370	450	10	0	10	Related Work Experience	\$31,819
Licensed Pract/Vocational Nurses	660	740	10	20	30	Postsecondary voc. training	\$29,226
Emergency Med Techs/Paramedics	320	390	10	10	20	Postsecondary voc. training	\$28,078
Social/Human Service Assts	370	530	20	10	30	Moderate- Term OJT	\$25,589
Medical Records/Health Info Techs	200	310	10	0	10	Associate degree	\$23,764
Tchrs/Prim/Sec/Adult/All Other	540	680	20	10	30	Bachelor's degree	\$23,180
Preschool Teachers/Ex Special Ed	740	820	10	10	20	Bachelor's degree	\$21,021
Pharmacy Techs	200	260	10	10	20	Moderate- Term OJT	\$20,764
Teacher Assts	1,380	1,650	30	30	60	Associate degree	\$19,136
Physicians and Surgeons	720	890	20	10	30	First professional degree	
Service							
Correctional Officers/Jailers	*	*	10	10	20	Moderate- Term OJT	*
Fitness Trainers/Aerobics Instruct	*	*	10	10	20	Postsecondary voc. training	*
Police/Sheriff's Patrol Officers	720	860	10	20	30	Long-term on-the-job training	\$36,928
Dental Assts	290	390	10	10	20	Moderate- Term OJT	\$22,726
Medical Assts	360	550	20	10	30	Moderate- Term OJT	\$22,075
F-L Sups/Mgrs Food Prep/Srv	690	760	10	20	30	Related Work Experience	\$20,952
Cooks/Institution/Cafeteria	510	560	10	20	30	Long-term on-the-job training	\$20,783
Nursing							
Aides/Orderlies/Attendants	2,020	2,390	40	30	70	Short-term on-the-job training	\$20,688
Hairdress/Hairstyl/Cosmetologists	400	460	10	10	20	Postsecondary voc. training	\$19,958

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<b>Service (Cont.)</b>							
Landscaping/Grndskpng Wrkrs	680	850	20	20	40	Short-term on-the-job training	\$19,779
Janitors/Cleanrs Ex Maids/Hskpng	2,610	2,930	30	50	80	Short-term on-the-job training	\$19,585
Cooks/Restaurant	530	630	10	20	30	Long-term on-the-job training	\$18,939
Home Health Aides	490	660	20	10	30	Short-term on-the-job training	\$18,775
Personal and Home Care Aides	480	730	30	10	40	Short-term on-the-job training	\$17,160
Recreation Wrkrs	640	770	10	10	20	Bachelor's degree	\$17,158
Child Care Wrkrs	600	750	20	20	40	Short-term on-the-job training	\$16,916
Food Prep Wrkrs	920	1,040	10	40	50	Short-term on-the-job training	\$16,555
Amusement/Recreation Attendants	460	560	10	20	30	Short-term on-the-job training	\$16,455
Maids/Housekpng Cleaners	1,200	1,490	30	30	60	Short-term on-the-job training	\$16,258
Waiters/Waitresses	2,230	2,550	30	130	160	Short-term on-the-job training	\$15,701
Bartenders	1,390	1,550	20	60	80	Short-term on-the-job training	\$15,414
Cntr Atts/Cafeter/Fd Conc/Coff Shop	440	490	10	30	40	Short-term on-the-job training	\$14,496
Comb Food Prep/Serv Wrk/Incl Fast	2,410	3,070	70	150	220	Short-term on-the-job training	\$14,364
Security Guards/Gaming Surv Officers	680	880	20	20	40	Short-term on-the-job training	
<b>Sales and Related</b>							
Telemarketers	*	*	10	10	20	Short-term on-the-job training	*
F-L Sups/Mgrs of Rtl Sl Wrkrs	1,140	1,280	10	20	30	Related Work Experience	\$33,075
Retail Salespersons	3,930	4,340	40	150	190	Short-term on-the-job training	\$18,794
Cashiers	3,950	4,390	40	180	220	Short-term on-the-job training	\$15,811
<b>Office Ad./Support</b>							
First-Line Sups/Mgrs-Offc/Admin Supp Wrkrs	1,270	1,330	10	30	40	Related Work Experience	\$36,612
Executive Secretaries/Admin Assts	1,450	1,520	10	20	30	Moderate- Term OJT	\$26,269
Medical Secretaries	330	380	10	10	20	Postsecondary voc. training	\$24,087
Customer Service Reps	1,660	1,980	30	10	40	Moderate- Term OJT	\$22,678
Office Clerks/General	2,350	2,610	30	50	80	Short-term on-the-job training	\$21,367
Receptionists/Info Clerks	1,240	1,480	30	30	60	Short-term on-the-job training	\$20,248
Hotel/Motel/Resort Desk Clerks	240	320	10	10	20	Short-term on-the-job training	\$15,741
<b>Construction</b>							
Electricians	430	500	10	10	20	Long-term on-the-job training	\$37,307
Sheet Metal Wrkrs	290	340	10	10	20	Moderate- Term OJT	\$32,688
Construction Laborers	680	770	10	10	20	Moderate- Term OJT	\$32,165
Carpenters	850	940	10	10	20	Long-term on-the-job training	\$28,278
<b>Inta. Maint. Repair</b>							
First-Line Supvsrs/Mgrs of Mechs/Inst/Rep	440	500	10	10	20	Related Work Experience	\$48,021
Automotive Service/Mechanics	700	810	10	20	30	Postsecondary voc. training	\$27,835
Comp-Cntrld Machn Tool Op/M/P	450	500	10	20	30	Long-term on-the-job training	\$26,784
<b>Production</b>							
Welders/Cutters/Solderers/Brazers	720	820	10	20	30	Postsecondary voc. training	\$29,026
<b>Trans/Material Mov.</b>							
Truck Drivers	3,530	3,900	40	50	90	Moderate- Term OJT	\$43,440
Industrial Truck/Tractor Oprs	910	960	10	10	20	Short-term on-the-job training	\$30,352
Truck Drivers/Light or Delivery Svcs	1,180	1,280	10	20	30	Short-term on-the-job training	\$22,751
Packers/Packagers/Hand	1,270	1,420	20	30	50	Short-term on-the-job training	\$18,683
Cleaners of Vehicles/Equipment	380	460	10	20	30	Short-term on-the-job training	\$16,263

**C. Assessments of Current Workforce Investment Act Activities in the WDA**

**1. Provide a description and assessment of the type and availability of all workforce investment activities available to adults and dislocated workers/displaced homemakers in the WDA.**

- Career information: career exploration software - WisCareers, Discover, Career Finder, Career Visions and other career software tools and customized presentations available at the Job Centers.
- Job openings: job service postings, local newspaper, and Current Employment Opportunities Bulletin, JobNet via touch-screen and the internet, America's Job Bank, local job/career fairs, and local employer job lines;
- Job search assistance: resource library of books, tapes, videos, publications, workshops offered on job readiness, resume writing, interviewing skills, communication, stress management and others, apprenticeship information, help desk support/assistance;
- Career testing and assessment: oral, paper/pencil, and computerized assessments available to help clarify values, aptitudes, interests, and skills to identify a well-matched career;
- Information on support services: program specific brochures and other written materials on services including child care, transportation, job counseling, TAA/NAFTA, credit counseling, housing, ADOA counseling parenting issues, etc.;
- Non-traditional occupations for women: information and training related to high-paying, non-traditional occupations for women;
- Initial eligibility information: front desk screening, program specific eligible criteria, and requirements materials;
- Local services availability: resource library including books, maps, videos, computers, information on local universities and technical colleges, economic indicators, child care lists, workshops, and others
- UI claims filing: touch-tone telephone available for UI claims filing
- Training programs/financial aid information: financial resources to help eligible individuals (laid-off workers, low-income applicants, disabled individuals, veterans, and others) obtain GED or HSED and training from local technical colleges, private institutions, or subsidized on-the-job training projects
- Basic education: assess classes to prepare and receive GED or HSED diplomas or refresh academic skills (Life skills training is also available)
- Vocational Rehabilitation Services
- Programs for displaced homemakers including assessments of skills, abilities and interests; motivational and training programs; work experience; basic skills education; and life skills training
- Disability Navigator program

**2. Provide a description and assessment of the type and availability of all workforce investment activities available to youth in the WDA.**

- Career Exploration: career assessment and exploration for youth;
- Youth Apprenticeship;
- WIA Year Round Program and Summer Youth Component
- Paid and unpaid work experience including youth apprenticeship programs, job shadowing and internships;

- Training programs/financial aid information: financial resources to help eligible individuals obtain GED or HSED and training from local technical colleges, private institutions, or subsidized on-the-job training projects;
  - Counseling: AODA; teen parenting, eating disorders;
  - Tutoring, study skills instruction and dropout prevention strategies;
  - Alternative secondary school programs;
  - Leadership training through Boy Scouts, Girl Scouts, 4-H, Boys and Girls Clubs and others
  - Alternative Education programs.
  - Success skills training.
- 3. Provide a description and assessment of the type and availability of services available to employers in the WDA.**
- Recruitment assistance: assist employers with recruitment as requested (the Employer Menu of Services provides a listing of services available to the employer community);
  - Information and assistance with job order entry both over the phone and in person;
  - Access to job seekers from throughout the nation by listing job openings on the computerized JobNet system and America's Job Bank;
  - Self-referral of job seekers with varying levels of skills and experience, including trained graduates;
  - Pre-screening of applicants for certain positions;
  - Use of Job Center facility for interviewing job applicants;
  - Testing and assessment of new and incumbent employees;
  - Access to labor market information;
  - Information on Employer events: Job Center partners unite job seekers and employers at job career fairs held at different times and locations throughout western Wisconsin;
  - Assistance with expansions and downsizing: assistance is provided through contacts with local economic development and chamber groups, dislocated worker programs, TAA/NAFTA programs, etc.;
  - Customized training for new and existing employees in partnership with Workforce Connections, Inc.
  - Financial hiring and training incentives including subsidized on-the-job training and work experience;
  - Information on retention and post employment services;
  - Outplacement Assistance;
  - Federal Incumbent Worker Training Program;
  - Human Resource Consulting Services including employee training;
  - Business services.
  - Business Spotlight at Job Centers.



**II. Workforce Development Vision and Goals**

**The WDA's vision and goals are to be broad, system wide strategic goals that apply to the needs of the workforce investment system as a whole. Development of the WDA's vision and goals, as well as the strategies the WDB will use to achieve the vision and goals will be included in the Comprehensive WDA plan due in the Fall of 2005.**

The goals and vision will be included in a subsequent plan.

### III. Workforce Development Board

The WDB is the pivotal entity in each WDA to lead the development, coordination and monitoring of a strategic plan that ensures a demand driven services delivery system with a broader range of partners. WIA partners and stakeholders will have varying roles in these activities and relationships with the WDB. Collaboration with all partners and stakeholders is essential to coordination and enhancement of the entire workforce investment system.

#### A. Plan Input and Review Process

WIA requires a number of coordination and consultation steps as part of the WDB's development of a Local Plan that includes the design and enhancement of the workforce development area's One-Stop delivery system.

**1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA on a and provide input into the development of the Local Plan, with at least 30 days comment with the following key players**

All of the following will have an opportunity for 30 day review. Notices will be sent on April 29, 2005 to each group listed below. Other specific actions are included below.

**a. Local Elected Officials and the chief local elected official in his/her partnership/approval role.**

The Executive Director of Workforce Connections, Inc. (administrative agent for the WDB) regularly attends the LEO meeting. At the meeting on February 28, 2005, the Executive Director gave an update on the anticipated changes in WIA and provided an opportunity for input to the local plan. Another opportunity for input was provided at the April 22, 2005 meeting.

**b. Representatives of Business**

Representatives of business serve on the WDB as well as local planning committees and have an opportunity for input at those meetings.

**c. Representatives of Labor** –Representatives of Labor serve on the WDB as well as the planning committee, which is charged with the development of the plan.

**d. One-Stop Mandatory Partners** – Mandatory partners have an opportunity for input not only at the WDB level, but also at the local level through their memberships on the local collaborative planning committees.

**e. Economic Development Entities** – There are several economic development entities that serve on the WDB. Additionally, several staff members of partners sit on economic development committees and gather input into the system through those roles.

**f. Other Partners and Stakeholders** - Comments and input received from the plan will be presented to the WDB Planning Committee for discussion. Additionally, notices of WDB meeting are sent to many entities according to the rules for open meetings. Any interested person is welcome to attend the meetings.

**2. Submit any comments that express disagreement with the Local Plan and the WDB's response to those comments.**

These will be sent at the end of the 30 day comment period.

**B. WDB Functions**

WIA identifies a number of functions that are geared toward the overall success of the workforce investment system. These functions are to be carried out by the WDB. These functions include:

- Development and submission of the Local Plan
- Assuring coordination of workforce investment activities with economic development strategies and development of employer linkages
- Promoting the participation of private sector employers in the local and statewide workforce investment system and ensuring effective provision through the system of connecting, brokering, and coaching activities, which assist employers in meeting hiring needs.
- Selection of One-Stop operators and services providers
- Development of a budget to carry out these functions and direct disbursement of WIA Title 1-B funds.
- Monitoring the One-Stop delivery system and WIA Title 1-B programs.
- Negotiating local performance measures with the Chief Local Elected Official and the Governor.
- Assistance in developing the statewide employment statistics system.
- Monitoring access to ensure everyone has access to the One-Stop system and core employment-related services (universal access).

**1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official that may differ or be in addition to those listed above.**

There are none planned for the Western Workforce Development Board, Inc.

**2. Identify the fiscal agent of entity responsible for the disbursal of grant funds.**

At their meeting on May 20, 1999, the Local Elected Officials unanimously agreed to name the Workforce Connections, Inc. (as a private non-profit entity) as the fiscal agent for the WIA funds. Along with this designation, the LEOs retained the right to name members to Workforce Connections, Inc. Board of Directors (Minutes of LEO meetings, Attachment I)

**3. Identify any WIA statutory or regulatory requirement the WDB would like the State to include as part of a waiver plan to the Department of Labor**

The WDB does not request any waivers (Minutes, April 22, 2005).

**C. WDB Composition**

WDBs were recertified by the Governor in 2004 in accordance with WIA law. These recertifications are effective through 12/31/2005. If no changes have been made to your WDB's composition since the WDB was recertified in 2004, please include the descriptions and charts used for the recertification process in reference to #1, 2 and 4 below. If changes have been made, include updated charts and descriptions. For those WDBs that do not have a DWD certified Board, This process must be completed as part of this plan. WIA plans will not be approved unless this is complete.

**1. Describe the nomination and selection process used to appoint local business representatives to the WDB.**

The process for filling WDB Board vacancies is as follows (Complete policy is included in Attachment II).

**Business representatives** will be owners of businesses, chief executives or operating officers of businesses and other executives of employers with optimum policy making or hiring authority. These members shall represent businesses with employment opportunities are reflective of the area. At least 50% of the private sector will represent small businesses. They are nominated by local business organizations or trade associations.

All requests for nominations shall be in letter form and sent to appropriate agencies, depending on the vacancy. Requests for nominations are filed with the County Clerk in each of the eight counties in WDA #9.

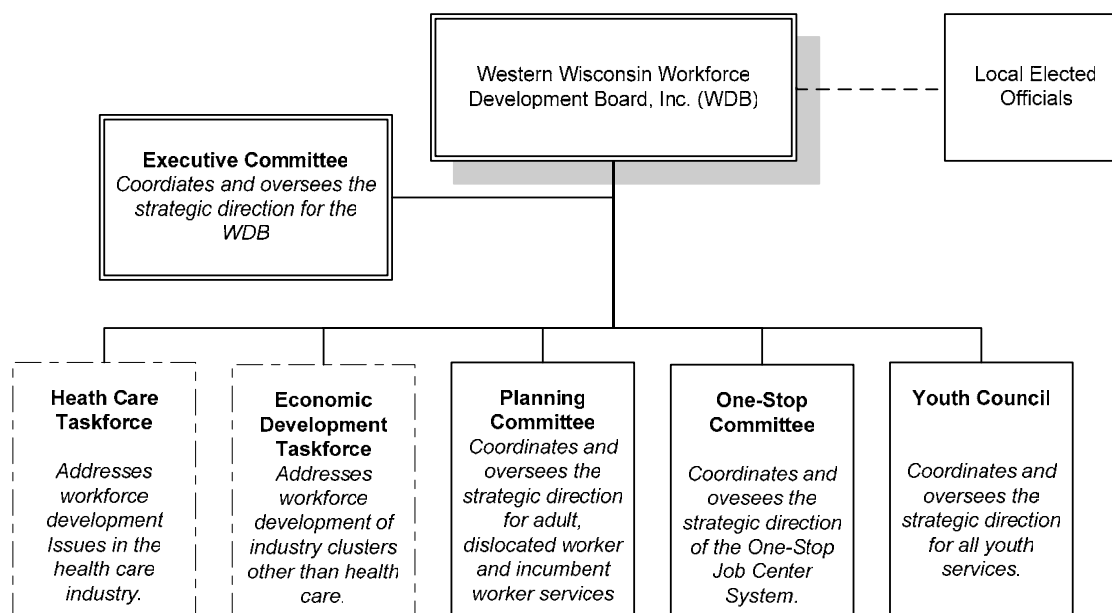
Nominations are sent to the Chief Local Elected Official. The LEOs of the eight counties and CLEO meet in a publicly posted meeting (nominees are also invited) to make appointments by a majority vote. In cases where nominations exceed appointments, the overflow is put into a pool for future appointments

**2. Provide a complete updated membership list by completing the WDB Membership Form (Form A).**

The updated membership list on Form A is attached (See page 37).

**3. Attach a diagram, description of roles and responsibilities and regular meeting schedule of the WDB subcommittee structure**

The diagram of the WDB and its subcommittee structure appears below. The WDB regularly meets on the last Monday of every other month. The Executive Committee meets in of “off” months. Subcommittees hold regular meetings.



System-wide goals are assigned to each committee to provide a comprehensive-integrated, customer driven and results oriented system for workforce development that responds to the needs of employers, job seekers, incumbent workers and youth.

**4. Describe the process the WDB will use to notify the chief local elected official of any vacancies and to fill those vacancies with appropriate representatives.**

When a Board Vacancy occurs, the Chairperson of the Board or in his/her stead, the staff person to the Board, will immediately notify the CLEO. The processes to fill the vacancies (as outlined in Attachment II) will be followed.

Each year, the Chairman of the Board or Staff to the Board will submit to the CLEO a list of Board Members whose term will expire and who either do not choose to be seated or whose length of services will expire. Again processes for filling the vacancies will be followed.

**D. Youth Council**

**The Youth Council is a mandatory subgroup of the WDB appointed by the WDB in cooperation with the chief local elected official. Some members of the WDB will serve on the Youth Council in addition to other individuals who have expertise or special interest in youth policy and services. Members of the Youth Council who are not appointed members of the WDB are to be voting members of the Youth Council.**

**1. Describe the role and responsibilities of the Youth Council. (From purely advisory to the WDB to overall delegation but with the ultimate authority still retained at the WDB level).**

The Youth Council of the Western Wisconsin Workforce Development Board is a representative body of business, labor, education, and youth interest groups with a youth member that is empowered to:

- Develop portions of the local plan relating to eligible youth;
- Subject to the approval of the local board:
  - Recommend eligible providers of youth activities to be awarded grants or subcontracts on a competitive basis by the local board to carry out youth activities;
  - Conduct oversight with respect to the eligibility of providers of youth activities in the local area;
- Coordinate and integrate a variety of employment and training services for youth including those outlined in section 129 of the WIA legislation, in the Western Wisconsin Workforce Development Area;
- Use WIA funds as a strategic leverage of other funding sources to broaden the delivery and development of youth services toward the goals established by the Youth Council; and
- Carry out other duties determined appropriate by the chairperson of the local board.

**2. Identify circumstances which constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest related to the Youth Council Members will be addressed.**

On April 24, 2000, the WDB adopted the Codes of Conduct and Conflict of Interest Policy, for all members of the board and its committees. This policy is included as Attachment III. All members, including members of the Youth Council, fill out disclosure forms.

3. **Complete the Youth Council Membership Chart (Form B). This chart request a list of members of the Youth Council, their titles and the organizations they represent, as well as a description of the solicitation and selection processes used to garner nominees from required membership categories.**

The Form B is included.

4. **Describe the Youth Council's recent activities, frequency of meetings and level of involvement in WDB activities. Include a schedule of meeting. IF the Youth Council has not been active, include your plans or reactivating.**

The Youth Council is an active subcommittee of the WDB. At most meetings, Youth Council members hear a presentation from one member on the services that the representative agency provides. In addition, WIA youth providers spotlight accomplishments of youth participants, and the council members honor that youth. In the last year the Youth Council has also accomplished the following:

- Approved the budget for the youth program;
- Approved the providers for the WIA program on a yearly basis;
- Monitored the performance of the WIA Youth providers;
- Sponsored a workshop for educators on how to hold a "Reality Store" for youth;
- Adopted goals and objectives and implemented action;
  - Provide educators with career speakers and job shadowing experiences for youth
  - Provide up-to-date career information to educators that will inform the educators and that can be passed on to student and parents.
- Approved a plan for awarding scholarships to youth attending training.

These types of activities are considered on-going activities of the Youth Council and will be performed in the future.

**E. WDB Support and Administration**

**Section 117(d)(3)(B)(ii) authorizes the WDB to employ staff. The WDB may be supported by WIA Title I and other programs operated by the WDB and locally reached agreements with other partners, subject to program cost limits and policy direction.**

1. **Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner related organizations.**

In August 2001, the WDB hired Ann Wales as the Administrative Coordinator to the Board of Directors. Ann serves as the liaison between the Board and Workforce Connections, Inc. and coordinates the communication and marketing for the WDB.

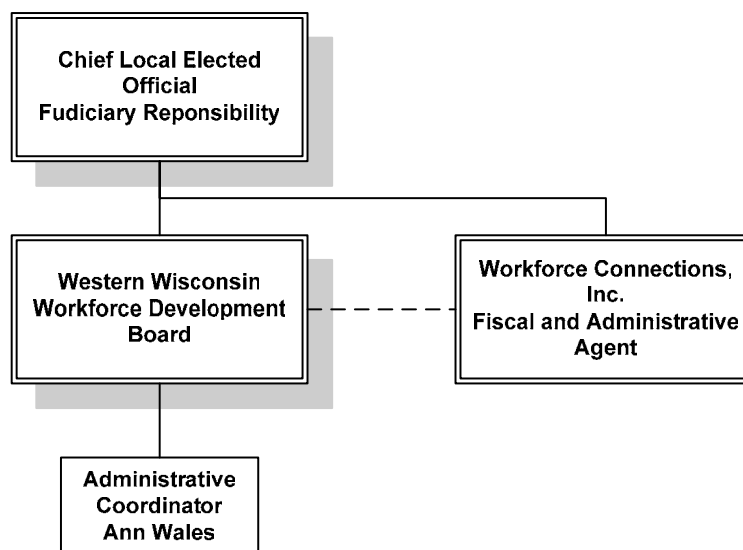
As the administrative and fiscal agent for the WIA funds, Workforce Connections, Inc. will provide administrative support as requested. This will include at a minimum:

- **The Director of Finance (1) and staff (3)**– Preparation and submittal of fiscal reports
- **The Director of Planning (1) and staff (1)** – Development and submittal of plans and plan modifications; development of customer satisfaction measures, instruments and reports, marketing assistance.
- **The Director of Program Operations (1) and staff (1)** - Monitoring of WDB funded programs and coordination of Youth Subcontractor activity.

The Workforce Connections, Inc. is a separate entity from the Workforce Development Board. Please see Attachment IV for the description of the distinction and linkages between the two organizations.

In-kind support is provided through the work of the committees. Both Youth Council and WDB Board meetings are held at CESA facilities.

**2. Include an organizational chart of WDB staff, administration and support.**



**3. Describe the distribution of administrative funds subject to the 10% limit, as allocated to:**

**a. WDB Support, and**

**b. One-Stop Operator**

The Executive Committee of the WDB approves an administrative budget each year. It allocates the administrative funds to the Board itself, the administrative coordinator and the administrative agent. These funds are used to carry out the administrative functions of the WDB. The budget is presented to and monitored by both the Executive Committee and the Local Elected Officials at their respective meetings.

**c. Core/Intensive Services**

**d. Training**

**e. Other**

It is not anticipated that administrative funds will be used for core, intensive or training services or for any other services.

#### **IV. One Stop Delivery System**

##### **Including One-Stop Operators and Memorandums of Understanding**

**WIA assigns local responsibility to the WDB, in collaboration with the Chief Local Elected Official (CLEO), to ensure the creation and maintenance of a One-Stop system in the WDA.**

**As required in Section 118 of WIA law, local plans must include a description of the One-Stop delivery system in the local area and a copy of each Memorandum of Understanding. DWD will establish guidelines for including these into the WDA plan due in the fall of 2005.**

Currently there are six comprehensive one-stops and two satellite centers in the WDA. The addresses of the centers are:

Wisconsin Job Center – Jackson County	808 Red Iron Road, Black River Falls, WI
Wisconsin Job Center – La Crosse County	402 North 8 <sup>th</sup> Street, La Crosse, WI
Wisconsin Job Center – Juneau County	211 Hickory Street, Mauston, WI
Wisconsin Job Center – Crawford County	111 W. Dunn Street, Prairie du Chien, WI
Wisconsin Job Center – Monroe County	14305 County Hwy B, Sparta, WI
Wisconsin Job Center – Trempealeau County	36084 Walnut Street, Independence, WI

The service site locations are:

Wisconsin Job Center – Buffalo County	407 South 2 <sup>nd</sup> Street, Alma, WI
Wisconsin Job Center – Monroe County	1310 Townline Road, Tomah, WI

The current MOUs, which have extension provisions until June 30, 2007, will be modified as needed.



**V. Demand-driven Workforce Investment System**

The transition to a demand driven workforce system is supported by both DOL and the Governor through the GROW WISCONSIN Initiative which focuses on strategies to create good paying jobs and a robust economy. A demand-driven workforce system is market driven, responsive to the local economic development needs, contributes to the economic well-being of the community, and promotes workforce quality. The public workforce investment system must focus its efforts on enhancing relationships with quality employers (family support wages, health benefits, 401Ks, promotion from within policies, career ladders, employers sponsored training, tuition reimbursement program, etc.) in order to connect job seekers to better jobs.

Development of a demand-driven strategic plan requires using economic information and analysis to drive strategic investments, identify strategic partners, and design effective services delivery systems. Some of the important elements of a demand driven system include: economic analysis; workforce strategies that target high-growth, high demand industries and occupations; strategic partnerships with the public workforce system, business and industry and education and training providers; a solutions-based approach to service delivery (instead of a menu-based approach) that effectively leverages workforce investment resources; availability of a full array of assets through the One-Stop system to support individual and business needs; and demand-driven career guidance.

**A. Describe what system or process, if any, your WDB has in place to work with businesses and find out what their needs are.**

The Health Care Taskforce and the Economic Development Taskforce were developed specifically to work with businesses. The Economic Development Taskforce is working with industry clusters, most recently those with NAICS codes 3100, 3200 and 3300.

In addition, the WIA service provider for adult and dislocated workers services has workforce development staff whose primary role is to meet with area businesses to explain job center services and to help address needs.

**B. Describe partnerships with regional business associations that the WDB has developed such as Chambers of Commerce, local economic development organizations, and others.**

The Western Wisconsin WDB has established an economic development taskforce that has recently begun to address the coordination of economic development activities in the area. The chair of the taskforce, through in-kind donations of his staff, has surveyed the economic development organizations in the workforce development area in order to gather a resource list of assistance to businesses in the areas. The survey also addresses how the various agencies can work together to promote regional development activity. The taskforce will continue this work to streamline coordination among existing agencies, in order to achieve a rapid, coordinated response to business economic development needs.

The WDB also has good working relationships with local Chambers of Commerce. These organizations have assisted in co-sponsoring WDB activities including job fairs, workshops, workforce development forums and Reality Store events. The WDB uses the local chambers of commerce as a marketing mechanism to promote events, activities and workforce development messages.

Additionally, the chair of the one-stop committee is the executive director of the Sparta Chamber of Commerce.

**C. Describe what industries your WDB has focused on. Include your methodology of choosing these industries, and any service strategies that you have undertaken relating to training.**

To date, the WDB has focused primarily on health care and manufacturing. These two industries were chosen based on the high presence of the industries in the WDA, the current and impending labor crises that the industries are facing and the growth of high paying, high demand jobs.

**Health care** – To assist in overcoming the labor demand shortage of nurses and other health care practitioners the WDB has:

- Formed a health care shortage taskforce to develop and implement strategies to overcome the labor market shortage
- Developed a packet of information in paper and CD-ROM form, focusing on the health care career information, training providers, scholarships and labor market information that was distributed to local area high schools
- Joined with Western Wisconsin Technical College (WWTC) in using WIA incentive funds to re-institute a training program for Licenses Practical Nurses (LPN). The funding helped WWTC increase the capacity for training LPNs at the La Crosse Campus.
- In addition, the WDB applied for and received WIA earmark funding to offer LPN training in a rural setting. To date, 10 WIA clients are in their final semester of LPN training offered in Viroqua, Wisconsin.
- Developed a health care focused curriculum for those receiving a GED; and
- Worked to increase the diversity of students entering in the health care occupations.

**Manufacturing** - To assist in meeting the needs of manufacturers in the WDA has accomplished the following:

- Surveyed manufacturers in the area to find out the most pressing needs;
- Secured FY 2005 WIA Earmark Funding for a program to train incumbent workers in the WDA;
- Applied for WIA funding for advanced skills training in manufacturing, increase the capacity of technical colleges to respond to the need for manufacturers training, and promote manufacturing careers to middle and high school students.
- Formed an economic development taskforce to assist with overcoming challenges faced by area manufacturers.

The WDB has also focused on the transportation industry, by holding transportation job/career fairs. This industry has a strong presence, particularly in the northern counties of the WDA.

**D. Indicate how case managers, front-line staff, and other employees are kept informed of in-demand occupations.**

Case manager and front line staff are trained on using current local labor market information to assess the growing and in-demand occupations. Several publications from the Office of Economic Advisors are used including County Profiles, and Workforce Projections. For the past two years, the WDB has produced a State of the Workforce Report which outlines the growing occupations in the area. This report is available at the job centers and on-line through both the WDB and Workforce Connections, Inc. websites.

In addition, case manager and front line staff at job centers in the WDA are trained on and have access to WisCareers. Workforce Connections, Inc. WIA case manager staff were trained on

using WorkNet, the DWD website that features growing and in demand occupations. All of these tools serve to keep the case managers informed.

**E. Describe how the WDB will use growing industry information in the planning the future of your workforce delivery model.**

Currently, the WDB uses industry data, including those on growing industries, to plan strategies for workforce development. For the last 2 years, a State of the Workforce Report has outlined the current in-demand industries as well as the emerging industries. This information is used by economic developers as well as workforce professionals in the job center system to steer job seekers toward in demand training. In addition, Workforce Development Coordinators also use the information when speaking with employers about wages in the area, training needed for both the current and the future.

The WDB is currently working on strategies for the 2006 and beyond business cycles. Although strategies are not finalized, the board does look at growing industries in setting strategies and in guiding service provision.

**F. Describe any other new or innovative strategies that your WDB has undertaken or partnered in to better respond to evolving labor market needs and become demand-driven.**

See discussion on Health Care Taskforce and Economic Development Taskforce in A, B, and C above. The WDB also partners with Western Wisconsin Technical College Economic Development, the Northwest Wisconsin Manufacturing Outreach Center, and the Health Science Consortium to address labor market needs.

Past strategies have also included partnering with other Workforce Development areas for federal funding for training projects.

**G. Describe what system or process your WDB has in place or will undertake to prioritize efforts to work with quality employers.**

The WDB has aligned its strategies with both the Governor's Grow Wisconsin Initiative as well as with the US Department of Labor High Growth Initiative and will continue to focus on those industries that are high growth.

Rather than penalize employers who are not deemed "high quality" by withholding services or targeting services toward only "high quality" employers, the WDB has adopted the strategy of leading by example. Last year, the WDB initiated an Employer of Choice Award, whereby it recognized those employers who have innovative and/or effective strategies to attract and retain employees. These awards are given at the annual meeting where the honorees share their practices. The outstanding practices are summarized in the State of the Workforce/Annual Report. Last year a panel of honorees spoke at a summit on economic development. This practice will continue.

## VI. WIA Title I Program Services

### A. Title I Adult and Dislocated Worker/Displaced homemaker Service Strategy

#### 1. Adult Funding Priorities

- a. **WIA allows WDBs to use the flexibility to prioritize the use of Title 1 funds.**

**Describe the process, that the WDB will use to direct its One-Stop Operator(s) (OSO) to give priority to low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.**

At the April 25, 2005 meeting, the WDB, via the Planning Committee, has given the direction that when funds become limited, the services providers will give priority to low income individuals and recipients of public assistance. The Committee gave the fiscal and administrative agent the discretion when to declare the level of funding as “limited.” The administrative agent will notify subcontractors to employ the priority for enrollments and inform the Board the programs are under priority enrollments.

- b. **The U.S. Department of Labor issues instruction on September 16, 2003, relating to implementation of the Jobs for Veterans Act. This guidance, issues in Training and Employment Guidance Letter 5-03 requires priority of service to Veterans (and some spouses) for all DOL training programs. Describe the process that the WDB will use to direct its OSO(s) to give priority to veterans and veteran’s spouses as required in TEGL 5-03 and DWD policy Update 4-03 if funds become too limited to serve all interested participants.**

At the April 25, 2005, meeting, the WDB, via the Planning Committee, gave the direction to give priority preference to veteran’s and veteran’s spouses if funds become too limited to see all interested participants. This direction would be applied with the priority for low income and recipients of public assistance as allowed by law and stated in 1a above. The priority guidelines would follow:

- An individual meeting low income or recipients of public assistance who is also a veteran or veteran’s spouse would receive the highest priority;
- Low income and recipients of public assistance would receive priority over veterans who do not meet this requirement, when funding is declared as limited;
- In cases of non-limited funding, eligible veterans are given priority over non-veterans.

#### 2. Mix of Services with Title I Funding

**WIA establishes that Title I funds can be used to provide core, intensive, and training services. The WDB has the authority and flexibility to decide the percentage of funds that goes to each level of service. Describe the WDB’s plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages of core, intensive and training allocation for the Adult and Dislocated Worker Programs.**

The allocation of funds is as follows:

- Core           45% of allocation,
- Intensive   25% of allocation and
- Training     30% of allocation

**3. Displaced Homemakers**

**WIA expands the definition of dislocated workers to automatically include displaced homemakers.**

**a. Describe coordination with any displaced homemaker program administered by the Wisconsin Technical College System Board.**

The WIA program currently coordinates with the displaced homemaker programs at both Western Wisconsin Technical College and Southwest Technical College. This coordination is expected to continue. The Technical Colleges are partners in the one-stop systems and assist in coordination of programs. Both the WIA program and the Displaced Homemaker Programs make cross referrals.

Displaced Homemaker program literature is available in each job center. Any displaced homemakers who share her/his situation on the request for services forms or when requesting services is referred to the appropriate program at WWTC or at Southwest Technical College.

**b. Describe how services to displaced homemakers will be integrated into the dislocated worker program.**

Displaced Homemakers will be referred to the programs as outlined above. WIA dislocated worker funds will be used to cover those expenses and programs that cannot be covered by General Purpose Revenue or Carl Perkins funds.

**4. Significant Segments of the Population**

**a. Describe how the WDB will serve each of these significant segments of the population. Dislocated workers, including displaced homemakers, low income-individuals (including recipients of public assistance, individual training for non-traditional employment, and individuals with multiple barriers (including older workers and individuals with disabilities.)**

All of the above are targeted populations for the WIA program in western Wisconsin. The WIA program case managers as instructed to provide care, intensive and training services to all these populations under the guidelines of WIA. Dislocated workers, including displaced homemakers are served under the local grant, a special response grant or National Emergency Grant funding.

Those with disabilities have additional services to available through the disability Navigator program, while older workers may also be referred to the Title V and/or Experience Works programs within the Job Center system.

In addition, each job center and WIA case manager has information on non-traditional careers that they make available and/or share with clients. Job Centers have resources areas specifically for non-traditional careers, including labor market information. In the past, the WDB has held workshops for non-traditional careers, mostly funded through special grants including special response funding.

**b. Address what service strategies (e.g. infrastructure relationships with Benefits Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.**

The WDB has a grant for Disability Navigator services. Currently a Disability Navigator, subcontracted through Independent Living Resources in La Crosse, Wisconsin, serves the

eight-county area. The Navigator is located in the Wisconsin Job Center – La Crosse County, but holds itinerant services in each of the other job centers. His primary function is assist those with disabilities in accessing and navigating programs to enhance their ability to gain, return to or retain employment. The Disability Navigator also makes referrals to the Benefit Planners. The navigator is involved in the local Job Center Collaborative teams to ensure system-wide communication.

Workforce Connections, Inc., a partner in the job centers and the current provider for WIA adult and dislocated worker services, is a Ticket to Work provider.

- 5. DWDs research shows that WIA in Wisconsin serves a much larger proportion of women than men, yet women consistently earn less than men after exiting WIA in all WDAs. Identify any service strategies that the WDB is undertaking or is planning to undertake to treat women as a targeted population and focus more effort on assisting women to obtain higher paying and equitable jobs.**

When women are enrolled in WIA they are provided with Labor Market Information that shows the high-demand high wage occupations including non-traditional occupations for women. The case manager and participant assess skills and abilities, and jointly prepare an employment plan.

- 6. Describe WDB policies and procedure to support UI Profiling activities.**

The WDB supports UI Profiling activities through the local Job Centers. The job center partners and area Job Service jointly provide orientation to dislocated workers in the WDA identified through the UI Profiling system. The orientation includes a self-assessment by the dislocated workers and results in a preliminary Individual Re-employment Plan and referral to appropriate services

- 7. Describe the methods that have been developed to respond expeditiously to plant closings and layoffs. These methods are to address coordination with statewide rapid response activities as well as when statewide rapid response staff are not involved.**

When the dislocations occur, the State Special Response team goes on-site with the company and local union, if appropriate to discuss services and set dates for informational meetings for the employees. The applicable Job Center Partner is informed of the dislocations.

The WIA Dislocated Worker Service Provider, the DWD Special Response Team, local agencies and representatives of the unions that represent workers then meet with the affected workers to explain services available to them as a result of the dislocation. Meetings are held on-site whenever possible, and are scheduled as close to the announcement as possible. At times, the informational meeting will occur before the layoff date occurs. At the meeting, surveys are distributed to the workers, to help with the planning of grant proposals and service delivery.

If State staffs are not available, other staffs answer as many questions as possible. Information from the State is handed out, giving the employees a phone number to call for additional information and questions. Often follow-up meeting are planned to ensure that the workers get comprehensive and correct information.

Once the surveys have been compiled, the results are analyzed for transferable skills, skills upgrading and customized training programming. A proposal for services is developed and shared with the interested parties before submission to the State.

Certification and enrollment workshops are planned and delivered by one-stop partner staff. Affected workers are assigned to a case manager who then will perform more in-depth assessments and develop a service strategy with the individual. The individual may access training services at the local technical college or with other services providers in the area.

Often, Labor Management Councils are formed to assist referrals to the program. In most cases the job center partners who deliver services to dislocated workers meet at least monthly to discuss coordination and integration of services.

Quarterly fiscal and program reports are sent to the State. This process has worked well in the past and will be maintained by the Workforce Development Board.

**B. Title I Core Services**

**Sec. 134(d) of WIA Title 1 lists the following core services as allowable under the Act.**

- **Eligibility determination**
- **Outreach and intake**
- **Initial assessment of skills levels, aptitudes, abilities, and supportive services needs**
- **Job search and placement assistance**
- **Access to Labor Market Information**
- **Information on program providers**
- **Information on One-stop system performance**
- **Information on available supportive services**
- **Follow-up services**
- **Information on filing unemployment compensation claims**
- **Assisting in establishing eligibility for employment and training program not funded under WIA**

**1. Describe core services that will be provided in addition to those listed above.**

To date, none are planned.

**2. Describe the WDB's design of Title 1 cores services and how they fit with Wagner-Peyser Labor Exchange Services (The Regulation ask for a description that shows these two sources of funds are not duplicative)**

Under WIA, the Employment Service is to provide services within the Job Center systems in order to provide a seamless system to job seekers and employers. Job Service will continue to play a role in the service delivery as the job matching resource for employers and job seekers; unemployment insurance; and services to veterans. These services will be provided by Job Service personnel at the job centers and will be integrated with other job seeker and employer services in the area. The Local Labor Market Analyst will gather and prepare the labor market information for distribution at the job center.

In accordance with provisions of WIA, Wagner-Peyser and WIA Title I have two distinct purposes. Wagner-Peyser is to provide for labor exchange services. Title I core services are for participant outreach, intake, assessment, job search information, job placement and follow-up assistance. The Wagner-Peyser labor exchange function, particularly through Job Net is a seamless element of the one-stop system.

Other Title I core services, including determinations of eligibility, assessments, performance information, labor market information distribution, support services information, and follow-up services will continue to be provided by all partners in the one stop system.

- 3. Describe the WDBs policy for supportive services, and provide a copy of the policy as an attachment. (WIA defines supportive services to mean such things as transportation, child care, housing and needs-related payment, that are necessary to enable an individual to participate in activities authorized under Title 1).**

The guidelines appear in Attachment V. These guidelines were revised to be more comprehensive of all populations and allow service providers flexibility to offer different levels of services to those in formula funded programs and those being served under special response of national emergency grants. The Planning Committee amended the guidelines on April 25, 2005.

**C. Intensive Services**

**Intensive services are intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed. Sec 143(d)(3) of WIA Title 1 list the following intensive as allowable under the Act.**

- **Comprehensive and specialized assessments**
- **Development of an individual employment plan**
- **Group and individual counseling**
- **Career Planning**
- **Case Management**
- **Pre-vocational Services**

- 1. Describe any intensive services that will be provided in addition to those identified above.**

To date none are planned. If deemed necessary, the WDB will include additional intensive services in the plan modification.

- 2. Provide the WDBs definition of “Self-Sufficiency.” Self-Sufficiency is a local assessment using LMI and other regional area issues.**

The Planning Committee and subsequently the WDB amended the definition of self-sufficiency on April 25, 2005 to include provisions that will meet demand driven services. The changes are in italics.

For a job seeker or incumbent worker self-sufficiency is defined as:

- Having a earnings defined by the WIA earning standard;
- Having a 13 week retention rate for full-time employment;
- *Possessing the skills necessary to successfully gain or retain employment*
- Securing employment with affordable health insurance (excluding BadgerCare); and
- Attaining the educational standard of a high school diploma or its equivalency but not defined as “being deficient in basic skills” (according to the definition, page 30).

The same definition will apply for dislocated workers, although the wage shall be no less than the current standard WIA replacement rate for dislocated workers.



- 3. Describe how these services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, W-2 and Adult Education. Coordination of these areas is important to improving services to customers as well as reducing redundancy and increasing efficiencies.**

Workforce Connections, Inc., in its role as the service provider for WIA adult and dislocated worker services, handles in the intensive services in the job centers. The exceptions would be when a participant is enrolled in another job center program, (i.e. TAA, W-2, FSET, DVR, etc.). In those instances, the primary provider of services offers the enrollment and initial case management. Co-case management and continuing communication with other partner programs occur while an individual is receiving services from an organization other than the one in which the primary enrollment occurs.

**D. Training Services**

**WIA Training Services should equip individuals to enter the workforce, with priority on demand industries and occupations, and to retain employment with family supporting wages.**

- 1. Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for Individual Training Accounts (ITA), On-the-Job training (OJT) and customized training.**

The Western Wisconsin Workforce Development does not allocate a percentage of funding for training. Each year the WDB approves the budget with a line item for participant expense, which includes training and supportive services, based on anticipated need. In doing so, the Board approves the participant budget. Revisions to the approved budget are submitted to the Executive Committee periodically throughout the year as needed. This process allows for training and supportive services to be done on an as-needed basis, and responds to the level of services appropriate to the WIA eligible population.

The targets for budgeting are:

▪ ITA	80%
▪ On-the-job-training	2%
▪ Customized Training	18%

- 2. Describe the WDB's policy for its ITA system including limits on duration and amount.**

The Funding Guidelines were revised to incorporate guidelines for Adults, Dislocated Workers and those in special response grants. The new policy sets upper limits for training and gives leeway for current providers to set limits below the maximum. Providers must have current written policies in effect. See Attachment V.

Policies for selecting training providers are included in Attachment VI.

- 3. Describe the WDBs intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable.**

The WDB has discussed aligning the WIA training services with demand driven services. While access to training, including slotting into existing post secondary school programs, will remain an important tenant in WDB's WIA plan, it will be with increased priority and attention to demand occupations as well as increased effort toward customized training, including OJT, supported by area employers of demand driven occupations, specifically manufacturing and health care. These discussions are still conceptual and will not be finalized until reauthorization of WIA has occurred.

- a. **Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount.**

Guidelines for OJTs are included in Attachment VII. Currently the WDB has no established guidelines for customized training. Preliminary plans to set such guidelines were put in place at the meeting on April 25, 2005 and will be finalized as soon as the WIA reauthorization and subsequent state WIA plan guidelines are finalized.

- b. **If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the process to be used in selecting providers under a contract for services.**

No such determination has been made.

- c. **If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community based organizations that serve these populations.**

The criteria that the WDB uses to determine demonstrated effectiveness for any subcontractor or services provider includes:

- Agency's mission and demonstrated experience;
- Financial Experience - Current financial structure, size of budget, cost allocation plan, and insurance coverage, recent audit reports;
- Clear, attainable performance standards for program being proposed;
- Quality Assurance (monitoring) plans;
- Customer satisfaction methods
- Cost of services, and
- If applicable, evaluation of past program services that were subcontracted to the WDB.

4. **Describe the Local Board Policies for the following and provide copies as an attachment.** There are no attachments; the policies are explained in full below.

- a. **WDBs are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for Training."**

The "need for training" will stem from the policy for self-sufficiency. Persons in need of training will be those currently who do not, but will after successfully completing training, meet the standards for self-sufficiency as defined by the Western Wisconsin Workforce Development Board (See definition of "self sufficiency" page 23).

- b. **Needs related Payments.**

At the April 25, 2005 meeting, the WDB reaffirmed that there will be no needs-related payments under WIA.

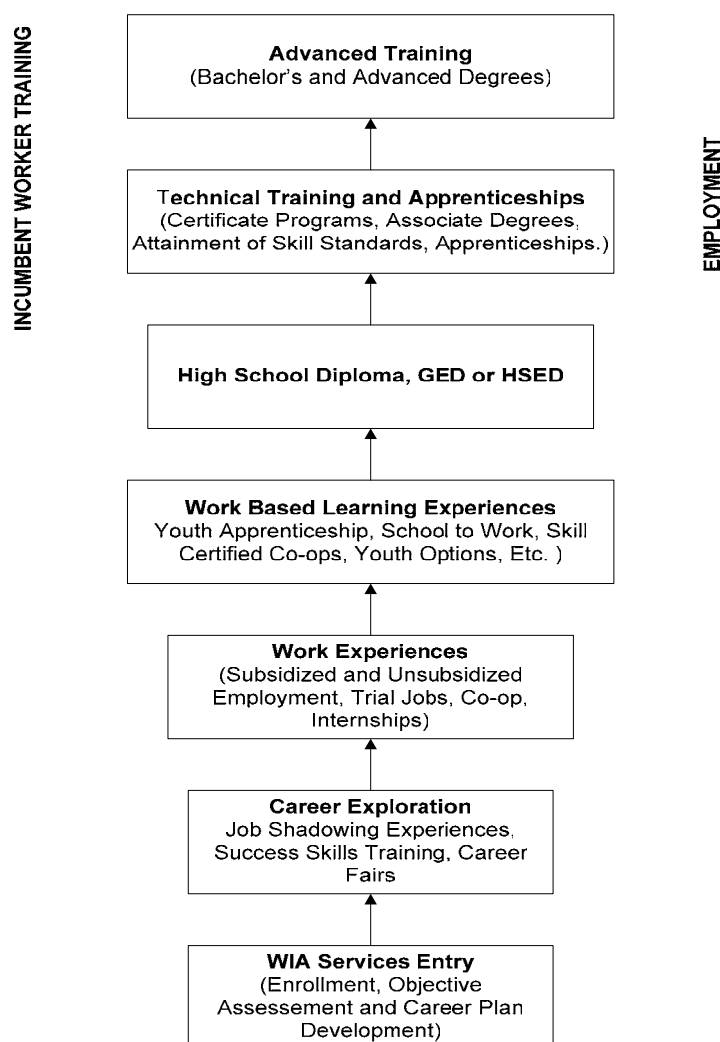
## E. Youth Program

The US Employment and Training Association, in collaboration with the US Departments of Education, Health and Human Services and Justice has developed a new strategic vision to more effectively serve out-of-school youth and those at risk of dropping out. These youth are an important part of the new workforce supply needed by businesses to fill vacancies in a knowledge-based economy.

WIA programs and services should serve as a catalyst to connect these youth as well as other high risk youth (youth in or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth) with quality secondary and post secondary educational opportunities and high growth and other employment opportunities. WIA expects a comprehensive strategy of services to youth that includes multiple partners and strong connections to and integration into the Job Center System.

### 1. Describe the framework for the local youth program including:

The WIA programs for youth will be based on a progressive system of steps which will lead to skills attainment and employment. The following model indicates this framework.



**a. How it will integrated into the one-stop system.**

The WDB has directed that WIA youth services be delivered from the Job Centers in the WDA. Staff providing youth services have offices and/or hold itinerate office hours in each of the job centers.

Youth in high schools and WIA programs are introduced to the Job Center through tours and workshops. These youth are introduced to the services provided at the Job Center and are shown how to use the JobNet systems. Each year, youth providers give information to all school counselors on how youth can access JobNet through their local center or through the internet. In many cases this is a first introduction to the Job Center for youth, especially those who have traditionally not been eligible for disadvantaged and at-risk youth programs.

**b. How this design will coordinate with other youth programs such as foster care, education, school-to-work, youth apprenticeship programs, Temporary Assistance for needy families and other relevant youth resources.**

Representatives from agencies with youth programs serve on the Youth Council. This group is working to ensure that the youth program will coordinate with other youth agencies in the area.

Since the youth program is operated from the job centers, the coordinators work closely with and have access to a myriad of programs provided by the partnering agencies. When developing a youth plan, the coordinator and youth identify services that a youth might need. From this plan, the coordinators make referrals to appropriate programs. .

Most youth enrolled in the WIA program are referred from school districts, foster care, TANF or other programs, so coordination and cooperative case management is established. WIA Case file monitoring will ensure the coordination among programs.

**c. How this design will ensure coordination between other WIA Title 1 youth programs such as Job Corps, and others in the local area.**

Local Job Center and WIA program staff will also work closely with other WIA Title I youth programs, such as Job Corps, to ensure that eligible youth have access to all services available to them. A Job Corps representative holds office hours in the Job Center in La Crosse to facilitate coordination, and serves on the Youth Council.

**d. How this framework will ensure that youth who are not eligible for WIA have access to youth services within the Job Center System.**

Operating the youth program from the Job Centers will ensure that youth who may not be eligible for WIA programs, will have access to core services, including labor market information and job postings through the Job Centers.

Youth Coordinators also keep in close contact with high school counselors to inform them of job center services for all youth.

**2. Describe how the WDA will, in general, provide the youth program elements within the youth program design. In particular discuss the following:**

The youth program goes through a competitive bid process whereby applicants are asked how they will deliver the 12 components of the youth program outlined below. Proposals are scored on the quality of the service delivery plan and the coordination of services outlined in the proposals.

The following is a closer examination of each youth program element and how it fits into the youth program design (“Staff” refer to the agency that is operating the WIA youth program).

- **Preparation for post-secondary educational opportunities** - Staff will provide information on resources available to youth through the Job Centers and teach youth how to use the Job Center to find information. They will also make referrals to guidance counselors who work in the local area (both high school and college).

Preparation for post-secondary educational opportunities will follow the sequence of services on page 26. Youth in the WIA program will be provided support services (including tutoring and mentoring) in order to achieve a high school diploma or equivalency. They will be provided with opportunities for career exploration, job shadowing, work experience and perhaps apprenticeship programs in order to assist in completing a career plan for after high school.

It is expected that when a WIA youth completes the high school, he/she will have developed a plan for post-secondary education which may include technical school associate degree or certificate programs or entry into a 4 year institution.

- **Strong linkages between academic and occupational learning** - The framework allows for strong linkages between academic and occupational learning through work-experience and youth apprenticeship. It is expected that for all work-experience, the youth will have a work-site agreement that spells out the skills to be acquired in the position, the competencies to be gained and the link between academics and occupational learning.
- **Preparation for unsubsidized employment opportunities** - The Youth program will continue to place youth in subsidized employment as preparation for unsubsidized employment. The Youth program, in its entirety, will contain “Life” or “Success Skills” training to prepare youth for the world of work. Additionally, Job Center tours will be available to local youth so that they are aware of the services available to them, including labor market information. Job Shadowing opportunities will provide youth with realistic expectations of careers and employment opportunities.
- **Effective linkages with intermediaries with strong employer connections** - Effective linkages can be strengthened and maintained through regular contact with agencies providing youth services, as well as with local businesses. Representatives of businesses on both the WDB and the Youth Council will ensure that the youth programs have a strong link with employers.

- **Alternative secondary school services** - The WDB will develop linkages with alternative schools within the eight counties as another service available to youth. The Youth Coordinator for each of the counties will establish linkages with the alternative schools as an option for WIA youth or for youth in these programs to link with WIA program. This will be done especially once the alternative school youth has attained the appropriate high school equivalency and begins to enter the world of work.
- **Summer employment opportunities** - The Youth Council directs that summer employment opportunities to be part of the youth services that will be provided in western Wisconsin as part of the WIA program. The summer employment component is included in the RFP for youth services.
- **Paid and unpaid work experiences** - The youth coordinator in each county will establish a list of work-sites for WIA youth, including subsidized and unsubsidized sites. The youth coordinator will be responsible for developing these work-sites and placing youth in work-experience. Additionally the youth coordinator will work with the local youth apprenticeship programs to expand these programs to eligible youth.
- **Occupational Skill training** - Youth will be provided with information and assistance in choosing the occupational skill training that will best assist them in achieving their goals. The career exploration services can be done through WisCareers at the job center or using software available at the local high school. Youth will also be provided with information to help them financially plan for their best post secondary education.

As youth move through the progressive ladder (page 26), occupational skills training will be presented as an opportunity. The Youth Coordinator will be responsible for assisting the youth in enrolling in short-term programs, certificate programs, and skill based programs. Options may be in securing release time for a youth to attend classes at a technical college campus or setting up short term classes for youth during the summer.

- **Leadership Development opportunities** - Leadership development activities are assessable through agencies such as Coulee Region Community Action Program, YMCA, Boys and Girls Scouts, 4-H and other community agencies in western Wisconsin. A state-wide leadership opportunity available to youth is “Business World.”

The RFP asks responding agencies how they will provide and promote leadership opportunities for youth. It is expected that the agencies will link with existing programs rather than develop new leadership opportunities.

- **Comprehensive guidance and counseling** - The Job Center Staff will be available to provide career guidance to youth. Resources within the communities such as local high school guidance centers, workshops, etc. will also be utilized.
- **Supportive services** - Supportive services will be provided, as needed, in order to help youth become successful. Such services include transportation assistance, work related needs (uniform, work shoes, etc.), childcare assistance, etc. The Youth Coordinator in each job center will coordinate the services.

- **Follow-up services** – On April 25, 2005 the WDB formally adopted the State policy for follow-up. It is included in Attachment VIII.
- **Life Skills training** - The Youth Council decided that an additional program element should be included with the original ten program elements. The council feels that “life” or “success” skills should be available to youth and developed an outline of the life skills training to be offered to youth. This training can be done one-on-one with the youth or through workshops. The outline is found in Attachment IX.

Per Youth Council Guidance Memos the Youth Services providers may pay a small incentive bonus for any of the following:

- Attainment of GED or HSED, Skills certificate or Associate Degree
- Job Retention
- Work Readiness Skills (Life Skills) attainment
- Leadership skills development.
- Other accomplishments as approved by the Youth Council.

### 3. Youth Definitions

- a. **Provide your local definition of the sixth youth eligibility criterion – “an individual who requires additional assistance to complete an educational program, or to secure and hold employment.” The locally developed eligibility criterion must be specific, measurable, and different than the five federally.**

An individual who requires additional assistance to complete an educational program, or to secure and hold employment is defined locally as “one who faces barriers that keep him/her out of the workforce or educational institutions.” In addition to the other five barriers (school drop out; a homeless, runaway, or foster child; an individual who is deficient in basic literacy skills; pregnant or a parent; an offender) the Youth Council has added the following :

- Expulsion from school; or
- Documented physical, mental and/or learning disabilities;
- Educational attainment that is one or more grade levels below the level appropriate to the age of the individual; or
- Other identified barriers that keep an individual out of the workforce and educational institutions.

An individual who falls into one of these categories will be eligible for WIA funds to help break these barriers. These individuals can receive services such as additional educational classes to help them attain full employment and succeed in the labor market.

- b. **Provide your local definition of “deficient in basic skills” criterion.**

In the 1991 National Literacy Act, Congress defined literacy as: an individual’s ability to read, write, and speak English, and compute and solve problems at levels of proficiency necessary to function on the job and in society, to achieve one’s goals, and develop one’s knowledge and potential

An individual who is “deficient in basic literacy skills” does not possess the decoding and comprehensive skills needed to decipher written materials. They are unable to write simple and complete sentences or form short paragraphs. Individuals “deficient in basic

literacy skills” have not mastered basic mathematical skills and do not comprehend verbal directions well. Some face barriers with the English language being their second language, while others are below the ninth grade reading level.

**4. The proposed WIA reauthorization law is placing an increased focus on serving out of school youth rather than in-school youth. Describe the process you will use to target services toward out-of-school youth.**

“Out-of school” youth is defined as youth, ages 14-21, with an equivalency diploma or GED, whether or not they are attending post-secondary school; high school dropouts; those attending post-secondary school; habitual truants and expelled youth. To increase focus on out-of-school youth, outreach and recruitment will include, but are not limited to the following: direct contact with all Wisconsin Job Centers in the WDA, Division of Corrections, homeless shelters, AODA organizations, counseling centers, churches, word-of-mouth, and through newspaper and radio advertisements and brochure/flier distribution. In addition, staff members will determine if, and what, special recruitment strategies may be needed to reach this population of youth. This can include consultations with high school guidance counselors and at-risk coordinators.

Should the reauthorization include a provision for increased services for out-of-school youth, the WDB will direct services providers to follow the provision and ask them to provide specific measures to increase the focus on this population.

**5. Describe how the WDB will target and serve youth most in need of services such as aging out of foster care, youth offenders, and others as listed above.**

Western Wisconsin WIA youth providers have been successful in developing outreach and referral networks to ensure that majority of youth served in the program fit the definition of “youth most in need of services.” Over the past 2 years,

- An average of 54% of youth exiters nationally meet the requirement of “needing additional assistance” whereas 87% of active enrollees in western Wisconsin currently meet that definition; and
- 15.8% of the exiters nationally indicated a disability, yet during the past three years 47% of western Wisconsin enrollees indicated such.

WIA provider staff will continue to develop and strengthen the relationships for referrals and enrollment of these youth in the WIA program.

**6. Describe the criteria and process to be used in awarding grants for youth activities, including the criteria to identify effective and ineffective youth activities and providers.**

The criteria that the WDB uses to determine demonstrated effectiveness for any subcontractor or services provider includes:

- Agency’s mission and demonstrated experience;
- Financial Experience - Current financial structure, size of budget, cost allocation plan, and insurance coverage, recent audit reports;
- Clear, attainable performance standards for program being proposed;
- Quality Assurance (monitoring) plans;
- Customer satisfaction methods,
- Cost of services; and
- If applicable, evaluation of past program services that were subcontracted to the WDB.



**E. New Service Delivery Strategies for WDAs Failing Performance Measures**

**As required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB has engaged in or is planning to implement to maximize resources, increase service levels, improve services quality, achieve better integration, improve performance levels or meet other goals. Includes in your description the initiative's general design, anticipated outcomes, partners involved and funds leveraged.**

The Western WDB has failed older youth standards. The corrective action includes:

- Strengthen the follow-up for youth to ensure that effective services are offered.
- Increasing the number of enrollments and exits of older youth, so that variables included in performance measures are calculated from a larger base.
- Strengthen collaborative and cooperation with technical colleges and training providers to ensure youth are actively engaged in completing training.
- Improve evaluation of barriers and needs of exiting youth to better target follow-up service.
- Review and improve job development strategies to maximize successful placements.
- Review and strengthen data collection and reporting procedures - including both ASSET and the local system.

**F. Strategies for Faith Based and Community Organizations**

**1. Describe those activities to be undertaken to increase the opportunities for participation of faith based and community organizations as committed active partners in the one-stop system.**

The WDB will take measures to ensure that strong linkages to faith and community base organization are linked with job center services. These measures include:

- Ensuring that faith based and community based organizations are included in any competitive RFPs for WIA services or other opportunities let by the WDB,
- Refer clients to community and faith based services that may fit into their employment plan ,
- Invite faith based and community based providers to hold itinerate services at the job centers and/or to serve on the local job center coordination teams, and
- Provide outreach to faith and community based providers to inform them of job center services for their clients and to develop further collaborative relationships.

In the past, the WDB has subcontracted services under special grant initiatives (not allocated funding) to both faith based and community based providers.

**2. Describe those activities to be undertaken to expand the access of faith based and community organizations' clients and customers to the services offered by the One-Stops in the State.**

See Narrative above.

## VII. Service Providers and Oversight

### A. Selection of Service Providers

#### 1. Describe the process the WDB will use to select service providers for the following types of services.

- a. **Core Services** - The entities that operate the workforce development programs identified in WIA Section 121(b)(1), 20 CFR 662.200 of the WIA Regulations, and as further identified by the State of Wisconsin Department of Workforce Development are named as required participants in the provision of core services in the one-stop delivery system.
- b. **Intensive Services** - The WDB undertakes an annual assessment of intensive services provision, to determine if contracts should be extended to the current provider, or if a competitive bid should be let. The criteria for determination are outlined on page 25. At the meeting on February 28, 2005 the WDB granted a contract extension to Workforce Connections, Inc.
- c. **Youth Services** - The WDB undertakes an annual assessment of intensive services provision, to determine if contracts should be extended to the current provider or if a competitive bid should be let. The criteria for determination are outlined on page 25. At the meeting on February 28, 2005, the WDB granted a contract extensions to Workforce Connections, Inc., Couleecap and Western Wisconsin Literacy Services.

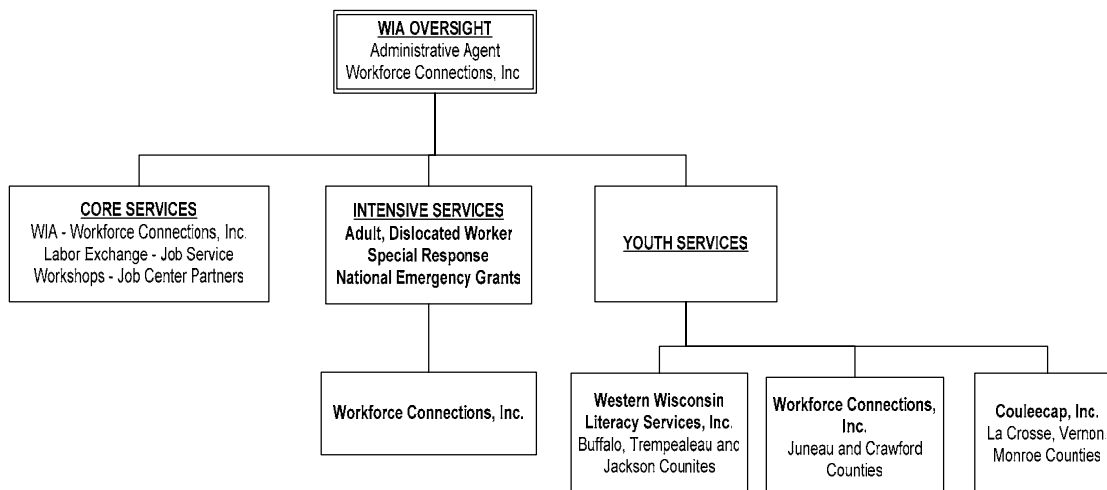
#### 2. Describe how and where the services will be provided and who will provide them for the following types of services.

All services are provided from the Job Centers in Western Wisconsin. As of February 28, 2005, the WDB has determined the providers of services to be:

- a. **Core Services** - Workforce Connections, Inc.
- b. **Intensive Services** - Workforce Connections, Inc.
- c. **Youth Services** – Couleecap, Inc. for Monroe, La Crosse and Vernon Counties; Western Wisconsin Literacy Services for Jackson, Buffalo and Trempealeau Counties; and Workforce Connections, Inc. for Crawford and Juneau Counties.

#### 3. Provide an organizational chart showing staff and administration of all services provider for the following types of services

- a. Core Services
- b. Intensive Services
- c. Youth Services



**B. Oversight and Training of Service Providers**

**1. Describe the monitoring and oversight procedures the WDB uses.**

Each year the Planning Committee develops Quality Assurance Plan for the monitoring and oversight functions, which is then recommended to the full WDB for approval. The purpose of the plan to:

- Ensure that federal, state and local grants are being used for authorized purposes in compliance with laws, regulations and grant agreements;
- Identify needs for technical assistance and staff training;
- Provide input for continuous improvement and identify best practices to be incorporated into the planning process and program operations.

The plan covers the monthly desk reviews, client file reviews, performance reviews, compliance and oversight and fiscal reviews of each program and/or subcontractor. Monitoring and oversight functions are carried out by Workforce Connections, Inc. administrative staff. Results are reported to the Planning Committee and subsequently the WDB as outlined in the plan.

The plan is found in Attachment X.

**2. Describe how staff providing services are trained in use of the ASSET system.**

All staffs who provide WIA client services attend training in the use of ASSET. Whenever possible, staffs attend DWD sponsored training. If state-wide training is not available, then a peer training method is employed.

**3. Describe the local processes for monitoring and ensuring timely and comprehensive entry of participant information in to the ASSET System**

The Operations Specialist edit checks each registration at the time of enrollment for correct and timely data entry. The Quality Assurance plan calls for a quarterly review of random case files. At that time, different aspects of ASSET data entry are verified. A further verification of correct data occurs at exit.

**4. Describe any local data system in use to record and track participants.**

**The Western Wisconsin WDA has a local access database to record and track participants.** This helps in identifying any discrepancies in data reports from the State ASSET system.

**VIII. Performance and Accountability**

Increased performance accountability is a central feature of WIA and remains a strategic priority for the DOL. DOL has developed a set of performance measures for federally funded employment and training programs. These measures are intended to help describe the core purposes of the workforce system; how many people found jobs; how many stayed employed; and earnings increase.

It is DOL's intent to begin data collection in support of these performance measures to the extent feasible effective July 1, 2005 for Program Year 2005. DOL will be publishing proposed reporting and recordkeeping requirements for the measures in a future Federal Register Notice.

WIA requires the negotiation of core performance indicators for WIA Title 1 services for adults, dislocated workers, youth aged 19-21 and youth aged 14-18. DWD will negotiate local performance levels with each WDB and state level with DOL. The negotiations between DWD and DOL will impact local performance levels. Resources to assist in determining local performance levels are available on DWD/WIA website.

- A. If the WDB has developed performance standards, in addition to those required by WIA, what criteria were used to develop these local area performance standards? Describe how these standards will be evaluated and corrective actions that will be taken if performance falls short of expectations.**

There are no locally developed standards. This decision was reaffirmed at the April 25, 2005 WDB meeting.

- B. Describe the local area continuous improvement activities and how performance data contribute to this process.**

Performance data are reported to the WDB at each of its meetings. In addition, the Quality Assurance Plan (Monitoring) looks at performance during the monthly reviews to identify if there is a need for improvement and/or technical assistance. Please see Quality Assurance Plan (Attachment X).

- C. Based on DWD's research, post exit employment data for Program Years 2001-2003 show that WIA Title 1 participants are successful in obtaining employment, but are not as successful in retaining employment. Some WDAs show a 30-50% drop in employment participants from the third to the fifth quarter after exit. This phenomenon impacts nearly all performance measures, but is particularly detrimental to the Adult 6 months Earning Change measure. As a result retention strategies are a key performance theme.**

**Provide a detailed description on how you are focusing follow-up services to emphasize retention strategies or how you have changed or plan to change your program services that are provided during program participation to ensure retention success before participants exit the program and become harder to reach.**

At the WDB meeting on April 25, 2005, the WDB established that follow up will follow the recommended policy as set by the Wisconsin Department of Workforce Development. Service providers should establish guidelines according to the policy. The policy is in Attachment VIII.

**I. Assurances and Signatures**

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to full range of career choices including orienting and exposing women to training and jobs with family-supporting wages that traditionally women have not held.
6. The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.
8. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, and all other applicable federal and state laws.

NOTE: Signatures are also required on the Certifications in the Forms c and d.

This plan has been developed for the \_\_\_\_Western Wisconsin\_\_\_\_Workforce Development Area in accordance with the terms of the Workforce Investment Act.

**Approved for the Workforce Development Board**

**Workforce Development Board Chair**

Name (type or print): Karen Dunn

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Approved for the Counties of the Workforce Development Area

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): James Ehram

Title: \_\_\_\_\_

Signature:  Date: 4/25/05

Local Elected Officials (Optional):

The Local Elected Officials concurred with the plan at the meeting on April 25, 2005.

Name (type or print): \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name (type or print): \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

etc. for the number of counties in the area.

**WDB MEMBERSHIP FORM**  
(Use additional sheets if necessary)

WDA # 9Contact Person Gerald S. HanoskiRequired Membership 39Date Changed 12/20/04

Member Name & Title (number each entry)	Business or Organization's Name and Address	Sector (Public or Private)	Organization nominated by (where required)	Term Starts on (M/DD/YY)	Term Ends on (M/DD/YY)	Sex (M/F)	Minority (Y/N)	NAICS Code *	Firm Size (Large/ Small)
Karen Dunn – <i>Chair</i> VP Business Banking	Coulee Bank 1516 Losey Blvd. S. La Crosse, WI 54601	Private	Coulee Bank	10/1/99	9/30/07	F	No	52	Small
Sharon Folcey – <i>Vice Chair/Chair Elect</i> Executive Director	Sparta Area Chamber of Commerce 111 Milwaukee St. Sparta, WI 54656	Private	Chamber of Commerce	10/24/01	9/30/05	F	No	56	Small
Pete Eide <i>Secretary/Treasurer</i> Administrator	Marinuka Manor 19475 Silver Creek Road Galesville, WI 54630	Private	Marinuka Manor	10/24/01	9/30/05	M	No	62	Large
Marina Abbott Branch Manager	Manpower, Inc. 601 N. Superior Ave., Suite #1 Tomah, WI 54660	Private	Chamber of Commerce	8/31/00	9/30/05	F	No	56	Small
Michael Ablan Attorney at Law	Michael Ablan Law Firm, SC 401 King Street La Crosse, WI 54601	Private	Chamber of Commerce	9/15/04	9/30/06	M	No	54	Small
M. Connie Achenbach Chief Operations Officer	Prairie du Chien Memorial Hospital Assn., Inc. 705 E. Taylor St. Prairie du Chien, WI 53821	Private	Hospital Association	9/23/03	9/30/05	F	No	62	Small
Judy Berg Human Resources Manager	Courtesy Corporation 2700 National Dr., Suite 100 Onalaska, WI 54650	Private	Courtesy Corp.	10/1/99	9/3/07	F	No	72	Large
Rebecca Bjork Regional Director of Classified Advertising & Online Development	River Valley Newspaper Group 401 N. 3 <sup>rd</sup> Street La Crosse, WI 54601	Private	River Valley	12/16/02	9/30/06	F	No	51	Large

<b>Member Name &amp; Title (number each entry)</b>	<b>Business or Organization's Name and Address</b>	<b>Sector (Public or Private)</b>	<b>Organization nominated by (where required)</b>	<b>Term Starts on (M/DD/YY)</b>	<b>Term Ends on (M/DD/YY)</b>	<b>Sex (M/F)</b>	<b>Minority (Y/N)</b>	<b>NAICS Code *</b>	<b>Firm Size (Large/ Small)</b>
Daniel Braund District Manager	CenturyTel 206 5 <sup>th</sup> Avenue S. La Crosse, WI 54601	Private	CenturyTel	5/21/01	9/30/05	M	No	51	Large
Shon Doyle Owner	Shon's Pub 1132 Angela Road, Hwy. 21 Sparta, WI 54656	Private	Chamber of Commerce	10/1/99	9/30/05	M	No	72	Small
Sherrie Hein Human Resources Manager	D & S Manufacturing P.O. Box 279 Black River Falls, WI 54615	Private	Chamber of Commerce	10/28/03	9/30/06	F	No	33	Small
Ellen Holt Director of Employee Relations & Recruitment	Gundersen Lutheran 1910 South Avenue La Crosse, WI 54601	Private	Gundersen Lutheran	12/16/02	9/30/07	F	No	62	Large
Patrick Kelly VP of Telecommunications	The Company Store/Hanover Direct 500 Company Store Road La Crosse, WI 54601	Private	Chamber of Commerce	10/1/99	9/30/07	M	No	45	Large
Jill Kostohryz Vice President – Human Resources	Co-op Credit Union P.O. Box 157 Black River Falls, WI 54615	Private	Chamber of Commerce	10/1/99	9-30-06	F	No	52	Small
Del Long Administrator – Human Resources	Franciscan Skemp Healthcare 700 West Avenue S. La Crosse, WI 54601	Private	Chamber of Commerce	10/1/99	9-30-06	M	No	62	Small
Karen Long Employee Communications Coordinator	Organic Valley 1 Organic Way La Farge, WI 54639	Private	FirstLogic	9/28/02	9/30/06	F	No	42	Small
Gary Robison Key Account Manager	Oakdale Electric Cooperative Box 128 Oakdale, WI 54649	Private	Chamber of Commerce	10/1/99	9/30/05	M	No	22	Small
Tracey Simpson Human Resources Generalist	Firstlogic, Inc. 100 Harborview Plaza La Crosse, WI 54601	Private	Firstlogic	12/20/04	9/30/07	F	No	54	Large
Kathryn Sexauer Owner	Badger Corrugating Co. P.O. Box 2063 La Crosse, WI 54602-2063	Private	Chamber of Commerce	12/15/03	9/30/07	F	No	44	Small
Daniel VonFeldt Support Manager	3M 801 N. Marquette Prairie du Chien, WI 53821	Private	3M	10/28/03	9/30/06	M M	No	32	Large



<b>Member Name &amp; Title (number each entry)</b>	<b>Business or Organization's Name and Address</b>	<b>Sector (Public or Private)</b>	<b>Organization nominated by (where required)</b>	<b>Term Starts on (M/DD/YY)</b>	<b>Term Ends on (M/DD/YY)</b>	<b>Sex (M/F)</b>	<b>Minority (Y/N)</b>	<b>NAICS Code *</b>	<b>Firm Size (Large/ Small)</b>
Judith Erickson Manager of Opportunity Center/Student Employment Services	Western Wisconsin Technical College 304 N. 6 <sup>th</sup> St., P.O. Box C-908 La Crosse, WI 54602-0908	Public	WWTC	5/9/02	9/30/07	F	No		
Greg Flogstad Director	Mississippi River Regional Planning Commission 1707 Main St., Suite 240 La Crosse, WI 54601 (608) 785-9396	Public	MRRPC	10/1/99	9/30/07	M	No		
Amy Grotzke DVR WDA Director	DWD-Div. of Voc. Rehab 333 Buchner Place, Wing B La Crosse, WI 54603	Public	DWD	10/1/01	9/30/07	F	No		
Jerry Hanoski Executive Director	Workforce Connections, Inc. 402 N. 8 <sup>th</sup> St., 3 <sup>rd</sup> Floor P.O. Box 2908 La Crosse, WI 54602-2908	Public	WCI Board	10/1/99	9/30/07	M	No		
Dan Hanson Labor Liaison	Great Rivers United Way, Inc. 1855 E. Main Street Onalaska, WI 54650	Public	Labor	5/21/01	9/30/05	M	No		
James Hill Executive Director	La Crosse Area Dev. Corp. 712 Main St. La Crosse, WI 54601	Public	Economic Development	10/1/99	9/30/05	M	No		
Marcia Jagodzinske Executive Director	Riverfront, Inc. 3000 South Avenue La Crosse, WI 54601	Public	Riverfront	10/1/99	9/30/07	F	No		
Tim Kabat Senior Planner – Economic Development	Planning Department City of La Crosse 400 La Crosse Street La Crosse, WI 54601	Public	City of La Crosse	10/25/04	9-30-06	M	No		
John Kriesel Director	Buffalo County Human Services P.O. Box 517 Alma, WI 54610-0517	Public	Buffalo County	10/1/99	9/30/05	M	No		
Tom O'Heron Directing Business Manager	International Association of Machinists & Aerospace Workers 1307 Market St. La Crosse, WI 54601	Public	Labor	8/31/00	9/30/06	M	No		

<b>Member Name &amp; Title (number each entry)</b>	<b>Business or Organization's Name and Address</b>	<b>Sector (Public or Private)</b>	<b>Organization nominated by (where required)</b>	<b>Term Starts on (M/DD/YY)</b>	<b>Term Ends on (M/DD/YY)</b>	<b>Sex (M/F)</b>	<b>Minority (Y/N)</b>	<b>NAICS Code *</b>	<b>Firm Size (Large/ Small)</b>
Edward Ryan Employment and Training Supervisor	Job Service 402 N. 8 <sup>th</sup> Street, 2 <sup>nd</sup> Floor La Crosse, WI 54601	Public	DWD	5/9/02	9/30/06	M	No		
Sara Ryan Director	Crawford County Human Services 111 W. Dunn St. Prairie du Chien, WI 53821	Public	Crawford County	10/1/99	9/30/05	F	No		
Craig Sandager UI Specialist	DWD-Unemployment Insurance 460 Science Drive Madison, WI 53714	Public	DWD	10/1/99	9/30/07	M	No		
Grace Jones Executive Director	Couleecap, Inc. 201 Melby St. Westby, WI 54667	Public	Couleecap	10/25/99	9/30/06	F	No		
Christina Trombley Business Education Coordinator	Small Business Development Center UW - La Crosse 1725 State Street La Crosse, WI 54601	Public	CBO	4/20/04	9/30/06	F	No		
Thai Vue Executive Associate Director	La Crosse Area Hmong Mutual Assistance Association 2613 George St. La Crosse, WI 54603	Public	HMAA	10/1/99	9/30/07	M	Yes		
Sadie Winneshiek Executive Director	Ho-Chunk Nation P.O. Box 667 Black River Falls, WI 54615	Public	Native Americans	10/1/99	9/30/05	F	Yes		
John Wyatt Superintendent	Bangor School District P.O. Box 51 Bangor, WI 54614	Public	CESA	10/1/02	9/30/07	M	No		
James Young Veterans Service Officer	Vernon County Veterans Service Office E7410 Cty Hwy BB, Suite 225 Viroqua, WI 54665	Public	Veteran's Program	10/1/99	9/30/05	M	Yes		

\*Enter the appropriate NAICS Code that can be found on the U.S. Census Bureau website at <http://www.census.gov/epcd/naics02/naicod02.htm>

**YOUTH COUNCIL MEMBERSHIP FORM**  
(Use additional sheets if necessary)

WDA # 9Contact Person Gerald S. HanoskiDate Changed 4/25/05

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
6	Jill Kostohryz Vice President – Human Resources Co-op Credit Union P.O. Box 157 Black River Falls, WI 54615 (715) 284-5333 <a href="mailto:Jkostohryz@coopcu.com">Jkostohryz@coopcu.com</a>	WDB/Co-op Credit Union		
6	Michael Ablan Michael Ablan Law Firm, SC 401 King Street La Crosse, WI 54601 608-785-1977 <a href="mailto:Mike@abland.com">Mike@abland.com</a>	WDB/Michael Ablan Law Firm, SC		
6	Tracey Simpson Human Resources Generalist Firstlogic, Inc. 100 Harborview Plaza La Crosse, WI 54601 608-788-8154 <a href="mailto:Tracey.simpson@firstlogic.com">Tracey.simpson@firstlogic.com</a>	WDB/Firstlogic, Inc.		
6	Judy Berg Human Resources Manager Courtesy Corporation 2700 National Drive, Suite 100 Onalaska, WI 54650 (608) 781-8080 (no email)	WDB/Courtesy Corporation		
6	Judith Erickson Manager of Opportunity Center Western Wisconsin Technical College P.O. Box C-908 La Crosse, WI 54602-0908 (608) 785-9576 <a href="mailto:Ericksonj@wwtc.edu">Ericksonj@wwtc.edu</a>	WDB/Western Wisconsin Technical College		

## Form B

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
1	John Siegel Deputy – La Crosse County Sheriff's Department 333 Vine Street La Crosse, WI 54601 608-785-5962	La Crosse County Sheriff's Department		
6	Sadie Winneshiek Executive Director Ho-Chunk Nation P.O. Box 667 Black River Falls, WI 54615 (715) 284-5877 <a href="mailto:Swinneshiek@ho-chunk.com">Swinneshiek@ho-chunk.com</a>	WDB/Ho-Chunk Nation		
1	Denis Tucker Executive Associate Director Hmong Mutual Assistance Association 2613 George St. La Crosse, WI 54603 (608) 781-5744 <a href="mailto:dltucker@centurytel.net">dltucker@centurytel.net</a>	Hmong Mutual Assistance Association	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
1	Mary Rohrer Executive Director/CEO Riverland Girl Scout Council 2710 Quarry Road La Crosse, WI 54601 (608) 784-3693, Ext. 304 <a href="mailto:Mary-rohrer@centuryinter.net">Mary-rohrer@centuryinter.net</a>	Riverland Girl Scout Council	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
1	Rita Zindorf Reading Specialist/ESOL Program Holmen School District N5880 Lehman Road West Salem, WI 54669 (608) 526-3372 (w), (608) 786-0327 (h) <a href="mailto:Zinrit@mail.holmen.k12.wi.us">Zinrit@mail.holmen.k12.wi.us</a>	Holmen School District	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
2	Jane Alberts Housing Authority of La Crosse 1307 Badger Street La Crosse, WI 54601 (608) 782-2264 <a href="mailto:jalbertslha@centurytel.net">jalbertslha@centurytel.net</a>	Housing Authority of the City of La Crosse	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.

Form B

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**
7	Charles Hogan PK Design 812 Jefferson Avenue Sparta, WI 54656 (608)269-8312 (no electronic mailings)	Business Owner/Former WDB Member	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
3/4	Sandra McAnany Director, Self Sufficiency Program Department of Women's Studies University of Wisconsin, La Crosse 1725 State Street La Crosse, WI 54601 (608)785-8733 <a href="mailto:Mcanany.sand@uwlax.edu">Mcanany.sand@uwlax.edu</a>	University of Wisconsin-La Crosse	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
1	Annette O'Hern Career and Technical Education Department La Crosse School District 807 East Avenue S. La Crosse, WI 54601 (608) 789-7185 <a href="mailto:Aohern@mail.sdlax.k12.wi.us">Aohern@mail.sdlax.k12.wi.us</a>	La Crosse School District	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
5	Ann Carlson Admissions Counselor Job Corps Admissions & Placement 402 N. 8 <sup>th</sup> St., 2 <sup>nd</sup> Floor La Crosse, WI 54602-2908 (608) 793-1200 (no email)	Job Corps	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.
7	Jeri Zagrodnick AmeriCorps Program 402 N. 8 <sup>th</sup> Street, 2 <sup>nd</sup> Floor P.O. Box 2908 La Crosse, WI 54602-2908 (608) 789-5612 <a href="mailto:ZagrodnickJ@wwtc.edu">ZagrodnickJ@wwtc.edu</a>	AmeriCorps	Nomination forms are submitted to the WDB for consideration.	The Chair of the WDB and CLEO (in consultation with LEOs) consider and appoint members to the Youth Council.

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**Certification Regarding  
Debarment, Suspension, Ineligibility and Voluntary Exclusion  
Lower Tier Covered Transactions**

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This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH  
ARE AN INTEGRAL PART OF THE CERTIFICATION**

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Gerald S. Hanoski, Executive Director, Workforce Connections, Inc.

Administrative Agent for the Western Wisconsin Workforce Development Board, Inc.

Name and Title of Authorized Representative

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Signature

---

Date

### Instructions for Certification

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of charged circumstances.
4. The terms “covered transaction,” “debarred,” “suspended,” “ineligible,” “lower tier covered transaction,” “participant,” “person,” “primary covered transaction,” “principal,” “proposal,” and “voluntarily excluded,” as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions,” without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Nonprocurement Programs.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.

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**CERTIFICATION REGARDING LOBBYING**
**CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE  
AGREEMENTS**


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The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all\* subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all\* subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Western Wisconsin Workforce Development Board, Inc.  
Grantee/Contractor Organization

WIA Title I-B  
Program/Title

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Name of Certifying Official

Signature

Date

\*Note: In these instances, "All," in the Final Rule is expected to be clarified to show that it applies to covered contract/grant transactions over \$100,000 (per OMB).



**ATTACHMENT I**

**MINUTES OF LEO MEETING – Workforce Connections, Inc. AS FISCAL AGENT**

**LOCAL ELECTED OFFICIALS  
OF  
WESTERN WISCONSIN  
MINUTES OF MEETING  
Monday  
October 25, 1999**

PRESENT: James Ehram, La Crosse County Board Chairman; Ed Brown, Juneau County Board Representative (for James Barrett); Chester Lee, Vernon County Board Chairman; John Killian, Trempealeau County Board Representative; LaVerne Betthausen, Monroe County Board Chairman; James Scholmeier, Buffalo County Board Chairman; and Charles Elvert, Crawford County Board Representative

EXCUSED: Donald Evenson, Jackson County Board Representative

Workforce Connections, Inc. STAFF PRESENT: Jerry Hanoski, Chris Magnuson, and Bob Briggs

OTHERS PRESENT: Grace Sierer

**1. CALL TO ORDER**

**Call to Order**

The meeting was called to order by Chairman James Ehram at 11:30 a.m.

**Roll Call**

A quorum was present.

**Introductions**

None

Jerry Hanoski, Workforce Connections, Inc. (Workforce Connections, Inc.) Executive Director, announced that the first meeting of the Workforce Development Board (WDB) was being held concurrently with this meeting. The Local Elected Officials were invited to stay for lunch with the Board.

**2. AGENDA**

**Additions or Deletions to Agenda**

None

**3. MINUTES**

Motion made (Scholmeier/Killian) to approve the August 16, 1999 meeting minutes. Motion carried unanimously.

4. **WORKFORCE CONNECTIONS, INC. (WORKFORCE CONNECTIONS, INC.)  
ACTIVITIES**

**JTPA Performance**

Bob Briggs, Workforce Connections, Inc. Operations Officer, presented the Job Training Partnership Act (JTPA) performance report. An overview of services was presented including services being offered to individuals affected by the closing of the Stroh Brewery. The City Brewery has hired approximately 28 individuals from the former Stroh Company. There are over 200 individuals from Stroh who have taken advantage of classroom training opportunities. Motion made (Lee/Elvert) to accept the JTPA performance report. Motion carried unanimously.

**County Distribution**

Mr. Briggs presented the County Distribution report, which describes the number of individuals receiving employment and training services by county.

**1998-99 Audit Report**

The 1998-99 Audit Report for the Workforce Connections, Inc. was presented by Jerry Hanoski, Workforce Connections, Inc. Executive Director. The auditors (Williams, Young & Associates) provided an unqualified opinion with no findings or questioned costs.

**1998-99 Annual Report**

Mr. Hanoski presented Workforce Connections, Inc.'s 1998-99 Annual Report.

5. **WORKFORCE INVESTMENT ACT AND WORKFORCE DEVELOPMENT BOARD  
IMPLEMENTATION**

**Update on County Board Resolutions**

Resolutions have been received from each respective County Board.

**Bylaws of Western Wisconsin Counties Consortium**

The second reading of the Bylaws for the Western Wisconsin Counties Consortium under the Workforce Investment Act of 1988 was conducted. Motion made (Scholmeier/Betthausen) to accept and approve the Bylaws. Motion carried unanimously.

**Appointment of Grant Recipient for Workforce Investment Act (WIA) Funds**

Mr. Hanoski distributed an excerpt from the Workforce Investment Act legislation, which outlines the fiduciary responsibility of the Chief Local Elected Official. Workforce Connections, Inc. is currently the administrative entity and grant recipient for Job Training Partnership Act funds. The Local Elected Officials, in consultation with the Chief Local Elected Official, have the opportunity to appoint an agency/organization as the grant recipient of funds under WIA. Motion made (Scholmeier/Killian) to appoint the Workforce Connections, Inc. as the administrative entity and fiscal agent for Workforce Investment Act funds for western Wisconsin. Motion carried unanimously.

**Update on WIA Implementation Activities – Strategic Development Session**

The Workforce Development Board is meeting for the first time (concurrently with the Local Elected Officials) to begin strategic planning for the five-year local plan under the Workforce Investment Act. The must be approved by the Workforce Development Board and Local Elected Officials the first part of February 2000. The LEOs agreed to meet the first part of February to review the plan. Mr. Hanoski agreed to keep the LEOs informed of the plan's development.

6. **CONSIDERATION OF ADDITIONAL APPOINTMENTS TO THE WORKFORCE DEVELOPMENT BOARD**

Mr. Hanoski reviewed the nominations being presented for consideration by the Local Elected Officials. Nominations were presented for a CSBG/HUD and private sector representatives. The Department of Workforce Excellence has requested the appointment of the CSBG/HUD representative. This appointment will require an additional private sector appointment to maintain a majority presence on the Board.

Grace Sierer, Executive Director for the Coulee Region Community Action Program, was introduced and she provided an overview of her qualifications as the CSBG/HUD representative.

Motion made (Lee/Scholmeier) to appoint Grace Sierer to the Workforce Development Board as the CSBG/HUD representatives. Motion carried unanimously.

Two individuals were presented for nomination for the one private sector position – Michael Otten, President/CEO of Century Foods International in Sparta, and Jerry Nauman, CEO/CFO of Mar-Jerry Holsteins Ltd. In Norwalk. Ballots were cast. **Michael Otten was appointed to the Workforce Development Board as a private sector representative.**

7. **UNFINISHED BUSINESS**

None

8. **NEW BUSINESS**

Next Meeting

**The next LEO meeting was tentative scheduled for February 7, 2000.**

**Workforce Connections, Inc. and the WDB**

Mr. Ehram informed the LEOs that Workforce Connections, Inc. and WDB will remain separate at this time until more information and direction is made available. The LEOs would be responsible for appointing individuals to both boards. Mr. Ehram asked that various Board members keep their responsibilities straight.

9. **ADJOURN**

Motion made (Betthausen/Killian) to adjourn. Motion carried unanimously. The meeting adjourned at 12:01 p.m.

Respectfully submitted,

Jerry Hanoski  
Secretary Pro-tem

**Workforce Development Board for Western Wisconsin  
LOCAL PROCEDURES  
for  
FILLING VACANCIES ON THE BOARD OF DIRECTORS**

**LEGISLATIVE BACKGROUND**

Section 117 of the Workforce Investment Act of 1988 (WIA) establishes the minimum requirements for appointments to the Workforce Development Board. Section 117 (b)(1) authorizes the State to “establish criteria for use by chief elected officials in the local areas for appointment of members of the local boards in such local areas in accordance with the requirements.” (See Attachment I)

**RESPONSIBILITY FOR FILLING BOARD VACANCIES**

The initial appointment of 39 members to Workforce Development, Inc. occurred on August 16, 1999.

As with the initial appointment of the Board members, the Local Elected Officials (LEOs), in accordance with the Local Elected Official Guidelines and any other associated document (e.g., WDB/LEO Agreement) that may be developed, meet and by majority vote select individuals to fill vacant seats from recommendations received and properly nominated from the appropriate sector.

In selecting individuals to fill vacancies, the LEOs assure that the Board maintains an appropriate female and minority representation. At least 20% of the members must be female and at least one representative must be a minority.

**ADJUSTING THE SIZE OF THE BOARD**

The initial Board was appointed by the LEOs and certified by the Governor. The WIA requires that one-stop partners and other sectors be appointed. Thereafter, the size of the Board shall be established through the appointment of individuals to sectors other than the private sector, upon which private sector members shall be appointed the majority (e.g., 19 other sector members; 20 private sector members [19 + 1]). Should the Board determine that its current size is not sufficient to conduct its business, or have to remove any members for cause in accordance with procedures it has established, the following factors are considered in adjusting its numbers:

- ◆ The Board must maintain a majority membership of private sector representatives;
- ◆ The appointment process outlined below must take place in selecting any new members;
- ◆ A member of the Board may represent more than one sector to which he/she is appointed to represent except for private sector representatives;
- ◆ Appointees, both public and private sector, must be people with optimum policy making authority, meaning those who function at a higher level in their organization;
- ◆ All Board members are to be appointed to fixed and staggered terms; and
- ◆ The Board composition shall be maintained in a manner that is consistent and in compliance with applicable State and Federal laws and regulations.

## **APPOINTMENT PROCESS FOR FILLING BOARD VACANCIES**

1. Vacancies created by the private sector will be selected in the following manner:
  - a. Private sector representatives shall be owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority.
  - b. Represent businesses with employment opportunities that reflect the employment opportunities of the local area.
  - c. Private sector representatives will be selected from among individuals nominated by local business organizations, general purpose business organization, or business trade associations. Such nominations will represent at least 150% of the number of representatives needed to fill all private sector vacancies.
  - d. Such nominations submitted and the individuals selected therefrom must ensure that the Board continues to reasonably represent the industrial and demographic composition of the business community including female owned businesses. At least 50% of the private sector members shall be representatives of small business. Private sector representatives will reflect the WDA's industrial composition by major industrial sector.
2. Vacancies created by local educational representatives will be filled in the following manner:
  - a. Educational representatives will be selected from among individuals nominated by local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist).
  - b. Educational representatives shall be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.
  - c. Efforts shall be made to seek representatives who have an interest and background in youth issues for possible appointment to the Youth Council.
  - d. The educational representative(s) selected to fill vacancies will be representative of all educational agencies in the WDA.
3. Vacancies created by organized labor representatives will be filled in the following manner:
  - a. Representatives of labor organizations (for a local area in which employees are represented by labor organizations), shall be nominated by local labor federations or (for a local area in which no employees are represented by such organizations), other representatives of employees.
4. Vacancies created by economic development representatives shall be filled in the following manner:
  - a. Representatives of economic development will be selected from nominations by economic development agencies, including private sector economic development entities.
5. Vacancies created by community-based organization representatives shall be filled in the following manner:
  - a. Community-based organization representatives shall be selected from nominations by community-based organizations including organizations representing individuals with disabilities, veterans, HUD, older workers, etc. (in which such organizations are present in the local area).

6. Vacancies created by one-stop partner representatives shall be filled in the following manner:
  - a. One-stop partner representatives will be selected from nominations made by agency heads, boards of directors, or other group leaders of one-stop partner agencies representing:
    - ◆ WIA activities for adults, youth and dislocated workers
    - ◆ Welfare-to-Work
    - ◆ Job Service – Labor Exchange (Wagner-Peyser)/Trade Adjustment Assistance (and NAFTA TAA)
    - ◆ Veterans (employment and training services and local veterans outreach programs)
    - ◆ Vocational Rehabilitation
    - ◆ Unemployment Insurance
    - ◆ TANF (W-2)/Food Stamp Employment and Training
    - ◆ Adult Education and Family Literacy/Postsecondary Vocational Education
    - ◆ Community Service Employment for Older Americans/Community Services Block Grants (CSBG)/Housing and Urban Development (employment and training activities)
    - ◆ Native American Programs
    - ◆ Other (as deemed appropriate by the Local Elected Officials) (e.g., JobCorps, etc.)

All requests for nominations are in letter form and are sent to appropriate agencies, depending upon the type of vacancy which has/will occur. All requests for nominations are filed with the County Clerk in each respective eight counties for the Western Wisconsin Workforce Development Area. (See Attachment II for sample letters submitted to organizations for nominations.)

The LEOs, at their meeting on August 16, 1999, concurred to place nominees not chosen for seats on the Board of Directors of Workforce Development, Inc. be placed in a pool; and that future vacancies would be filled from this pool without advertising unless the nominees in the pool are less than 150% of the private sector positions available. The pool of nominees is maintained by the Executive Secretary. Private sector nominations that do not meet the 150% ratio in the pool and other mandated vacancies will be filed through a press release with the eight county designated newspapers.

The LEOs also agreed to a streamlined process to make reappointments to the Board. When a Board member is up for reappointment, a vacancy does not occur, so it is not necessary to solicit nominations (as exercised during the appointment of Workforce Connections, Inc. Board members to the WDB). Upon solicitation of individual's interest for reappointment, the original nominating committee/agency will also be contacted for their concurrence and signature on the reappointment confirmation letter.

## **CERTIFICATION OF NEW BOARD MEMBERS**

Upon the completion of appointments to the Board of Directors of Workforce Development, Inc., a "WDB Membership List" will be completed and submitted to the Department of Workforce Development, Division of Workforce Solutions.

**Workforce Development Board of Western Wisconsin (WDB)  
CONFLICT OF INTEREST STATEMENT**

No director, officer, or employee of the WDB shall have or acquire any interest, direct or indirect, in any project which the WDB is operating or promoting, or in any contract relating to any such project of the WDB without making verbal and/or written disclosure to the WDB of the nature and extent of his/her interest. No director who has had such interest shall vote on any matter relating to it. Further, no director, officer, or employee of the WDB shall violate the conflict of interest regulations as established by funding sources or established by or contrary to Wisconsin Statutes 181.225 or its successors thereof.

1. Each director, staff, or applicant for funding shall be asked to disclose any conflict of interest pertaining to any act or transaction of the WDB. Annually, or more often if necessary, each director shall provide a written updated disclosure statement. Disclosure updates shall be made available to all directors on an annual basis.
2. If a director believes they may have a conflict, either direct or indirect, he/she shall abstain in any voting relative to such items.
3. Any director who believes another director has a conflict should disclose said possible conflict either prior to or during any meeting. The WDB shall hear statements from both parties, and if necessary, discussion will be held by the WDB. Whenever possible directors will be advised when there is a possible conflict of interest. That director who is believed to have a conflict shall make a determination whether the conflict exists, but if the action of the WDB member is not acceptable, the WDB may proceed with #4.
4. When a possible conflict of interest is raised at a WDB meeting and the person refuses to take actions acceptable to the WDB membership, the WDB may consider the following alternatives, including but not limited to:
  - a. Ask the person to voluntarily leave the meeting;
  - b. Postpone the vote on the issue to a later date;
  - c. Record the vote for a later decision on the person's right to vote on the issue; or
  - d. Record the vote, and if the vote of the person in question is the deciding factor, then postpone any further actions on the issue until clarification is obtained.

All directors, officers, or employees of the WDB are asked to use fair and honest judgment in determining if they believe they have a conflict of interest. Questions regarding conflict of interest can be directed to the WDB Steering Committee.

**Workforce Development Board of Western Wisconsin  
ACKNOWLEDGMENT AND DISCLOSURE FORM**

I, \_\_\_\_\_, acknowledge receipt of the WDB policy on Code of Standards and Conflict of Interest and attest that any explanation of such was provided and that I understand and will adhere to terms and conditions specified therein.

On matters not otherwise disclosed below, I also agree that prior to a vote on any matter which would provide benefit to me or my organization, or a member of my immediate family, I shall provide any additional disclosure where I have a representational interest in the matter being voted on, shall disclose what the interest is, and shall not vote on that matter. "Representational interest" is defined as: 1) employed by the organization; and/or 2) a member of the board of directors, commission, council, or other direct governing body of the organization.

I do hereby make the following disclosure(s):

<u><b>AGENCY</b></u>	<u><b>INTEREST</b></u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Should circumstances change reflecting the updating of information, members must file a new declaration.

I agree to comply with the terms and conditions of the WDB policy on Code of Standards and Conflict of Interest and understand that if I knowingly violate any of the aforementioned terms and conditions, I am subject to removal from the WDB.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Effective July 1 – June 30**



**Workforce Development Board of Western Wisconsin (WDB)**  
**CODE OF STANDARDS**

It shall be the duty of each member of the Board to comply with Wisconsin Statutes with respect to the proper and appropriate conduct of the office. Each member of the Board:

1. Shall perform all mandatory, nondiscretionary and ministerial duties of his/her office within a timely manner.
2. Shall make a personal commitment to the duties of the office, uphold the law and conduct WDB business with fairness, honesty, integrity, professionalism, and with full regard to the public trust of the office.
3. Shall never act in excess of his/her lawful authority.
4. Shall not, by act of commission or omission, in the capacity as an Officer of the WDB, exercise a discretionary power in a manner inconsistent with the duties of a member of the Board or the rights of others, or with the intent to obtain dishonest advantage of him/herself or for another.
5. Shall not, in the capacity of an Officer of the Board, make an entry in an account or record book or return, certificate, report or statement which, in a material respect, is intentionally falsified.
6. Shall not, under color of his/her office, intentionally solicit or accept for the performance of any service or duty anything of value, including but not limited to, any gift, loan, favor, or service given for the purpose of influencing him/her in the discharge of official duties.
7. Shall not surrender his/her responsibilities under law to any other person, group, or organization.
8. Shall not use WDB property, facilities, or resources for private or personal gain for self, family or others.
9. Shall not use confidential information for personal gain or benefit or that of family or others.
10. Shall, in keeping with the public nature of the functions of a Board member, delegate executive responsibilities to the director of the administrative agent(s) or his/her designee(s).
11. Shall observe pertinent policies of this Board.
12. Shall act in what is, in the Board member's opinion, conceived to be the best interest of the eligible program applicant group in the Workforce Development Area.
13. Shall observe the Wisconsin Open Meeting Law and not knowingly participate in closed meetings except as permitted by the Open Meeting Law.
14. Shall abstain from voting on any matter before the Board which does, or could, result in personal financial gain for oneself or family except as allowed in Wisconsin Statute 946.13, or as otherwise permitted by law.
15. Shall not participate, either directly or indirectly, in purchases for personal use for less than full value by utilizing discounts allowed to the WDB.
16. Nothing in this policy shall deny a member of the Board the rights of a citizen under the Constitution of the United States of America, Constitution of the State of Wisconsin, Wisconsin Statutes or any other bona fide regulations of this State

**Relationship Between  
The Western Wisconsin Workforce Development Board  
and  
Workforce Connections, Inc.**

After much deliberation and thought, Board of Directors of the Workforce Connections, Inc. (Workforce Connections, Inc.) has opted to remain a separate entity from the Western Wisconsin Workforce Development Board (WDB). Although this relationship may change in the near future, it is the decision of Workforce Connections, Inc. remain separate in order to continue its provision of direct client services.

The reasons for this separation is in recognition of the following two significant considerations.

1. The WIA legislation and State policy clearly call for a Workforce Development Board that is high level and strategic in nature and not vested in operations, at least with respect to Title I of WIA.
2. Workforce Connections, Inc. is heavily operational with roughly one-half of its operations being non-JTPA and operations not falling under what would be Title I of WIA.

If Workforce Connections, Inc. were to divest of operational interest under Title I of WIA, and become the Workforce Development Board, the organization would still have operational interests, albeit not under Title I of WIA. Workforce Connections, Inc. did not believe this would fulfill the intent, much less the spirit, of the WIA legislation or State policy since the organization would still have operational interests.

Additionally, divesting of non-JTPA/WIA competitively procured operations was viewed as out of the question and a poor business decision and therefore was just not a consideration. Further, the affordability of what Workforce Connections, Inc. viewed as an over-engineered WIA workforce investment system for the allocation available for the western Wisconsin rural area was a real question.

Workforce Connections, Inc. did consider a variety of organizational options. Among those options was creating a holding company (Workforce Development Board) with one or more subsidiaries (Workforce Connections, Inc.). There were and still are several other options; however, the decision was to allow the Workforce Development Board to form, gathering the partner agencies together, and then perhaps later, talk about other organizational options. Workforce Connections, Inc. did not want to be viewed as circumventing the intent of WIA or State policy, and believed an inclusive discussion including review of this draft WIA plan as important elements to future deliberations.

Workforce Connections, Inc. has a demonstrated track record and solid administrative infrastructure. Workforce Connections, Inc. has and continues to be supported by the local elected officials who designated Workforce Connections, Inc. as fiscal agent for WIA. In doing so, the local elected officials, with agreement by Workforce Connections, Inc. still maintain appointment authority over Workforce Connections, Inc. Board as well as the Workforce Development Board.

While Workforce Connections, Inc. is available to the Workforce Development Board for fiscal and other support, the Workforce Development Board has retained the assistance of a management consultant from an area public accounting firm for the purposes of providing staff assistance and meeting facilitation.

The relationship between Workforce Connections, Inc. and the WDB, however will remain symbiotic. In the best interests of job seekers and employers, to reduce redundancies in both planning and service delivery, and to provide a mutual forum to discuss and evolve the relationship and structure, the Boards of both organizations agreed to align both boards through concurrent meetings. The notion was adopted at the meetings of the boards on December 20, 1999. The protocols for these meetings are found at the end of this document.

**Western Wisconsin Workforce Development Board, Inc.**  
**WIA ADULT & DISLOCATED WORKER FUNDING GUIDELINES**

**PURPOSE**

These guidelines have been established to ensure that Western Wisconsin Workforce Development Board, Inc. services are delivered consistently with Workforce Investment Act (WIA) laws and regulations and the Wisconsin Department of Workforce Development Policies and Procedures.

These guidelines will take effect May 1, 2005 and will cover all enrolled adults and dislocated workers as of that date. Waivers to these guidelines may be granted on an individual participant or special response basis. All waivers will need approval of the administrative agent for the Workforce Investment Act funds.

Training and support services assistance are provided only to WIA individuals who are registered for services and enrolled, or in WIA follow-up services. Support Services to eligible WIA individuals are to be provided based on activities approved in the WIA Individual Employment Plan.

WIA dollars will be used only after all other possible avenues of funding have been explored.

Support Services for adults and dislocated workers include services such as transportation, child care, and services that are necessary to enable an individual to participate in activities authorized under WIA Title I. The Western Wisconsin Workforce Development Board, in consultation with the One-Stop partners and other community service providers, have agreed that support services costs may also include such things as: job search assistance, transportation, health care, drug and alcohol abuse counseling and referral, individual and family counseling, special services and materials for individuals with disabilities, child care and dependent care, meals, temporary shelter, financial counseling, clothing and tools when directly needed for training, and any other service that may help overcome a specific barrier to employment or that is required for a WIA program. Services may be provided in-kind or through cash assistance.

**AUTHORITY**

The Western Wisconsin Workforce Development Board recognizes that there is typically more funding available in Special Response and National Emergency Grants to serve dislocated workers, and gives authority to the service provider to provide services to individuals at differing levels depending on funding stream; however, WIA Adult and Dislocated Worker Service providers must have internal policies to ensure that support services will be consistently applied for groups of enrolled participants. Providers will have the authority to set rates below, but not exceeding the maximum in these policies, depending upon the level of funding for the program year or special response grant.

## DEFINITIONS

### **Demand Occupation**

Occupations directly linked to employment opportunity in our local area or areas in which a participant is willing to relocate (taken from law).

**Department of Workforce Development (DWD)** – State Department which sets policy for the Workforce Investment Act (WIA)

**Employment Coordinator/Financial Employment Planner**– Those staff persons responsible for direct interface with clients, and those who select and deliver the services. These individuals are responsible for attainment of budgetary and client goals on a recurring basis, and are authorized to write training and service vouchers to expend funds to provide those services to their clients. These service providers may be regular staff (full or part-time), or may be funded by grant dollars.

**Extreme Need** – Economic circumstances above and beyond the capacity of human service delivery organizations and financial aid delivery resources. Households experiencing a critical or chronic economic crisis will be able to sustain a positive employment and training plan.

**Incumbent Worker Training** – Training to provide an employed participant with qualifications for positions of greater skill, responsibility, remuneration or career advancement with the current employer.

**Individual Costs** – Any costs for training and support services incurred on behalf of the individual. Individual costs are always requested using a voucher.

**Individual Employment Plan (IEP)**– developed by client and case manager to outline goals and steps needed to reach an employment goal.

**Individual Training Accounts (ITA's)** – A voucher that allows an eligible adult or dislocated worker to access and pay for training from a provider listed on any State approved list of eligible training providers.

**Non-Traditional Employment** – Occupations or fields of work where a gender comprises less than 25% of individuals employed in such occupation or field of work.

**Occupational Classroom Training** – Classroom training which follows a set curriculum and is focused on skills for a specific occupational area. The intent of such training is to provide the individual with technical skills and knowledge required to perform a specific job or group of jobs.

**Participant Costs** – The two cost categories of training and support.

**Self Sufficiency** –As defined in the 5 year plan, self sufficiency for an adult or dislocated worker is defined as: :

- Having a earnings defined by the WIA earning standard;
- Having a 13 week retention rate for full-time employment;
- *Possessing the skills necessary to successfully gain or retain employment*
- Securing employment with affordable health insurance (excluding BadgerCare); and
- Attaining the educational standard of a high school diploma or its equivalency but not defined as “being deficient in basic skills.”

The same definition will apply for dislocated workers, although the wage shall be no less the current standard WIA replacement rate for dislocated workers.

**Skill Upgrading** – Training designed to update an individual’s technical or academic skill to increase employability.

**Student Award Letter** – A letter prepared by the training institution which tells the student what their calculated need is, and what aid the school will be able to provide.

**Training Costs** – This includes items associated with training such as tuition, books and materials, assessments, Work Experience, On-the-Job Training (OJT), Limited Internship in the Private Sector (LIPS), Subsidized Employment, Trial Jobs (TJ), Community Service Jobs (CSJ), and W-2 Transition (W-2 T).

**Workforce Development Area – WDA** – areas designated by the Wisconsin Department of Workforce Development. Western Wisconsin is WDA 9.

**Wisconsin Educational Approval Board (WEAB)** – All in-state nonprofit schools (which began operating after January 1, 1992) and all out-of-state nonprofit schools that offer or advertise services in Wisconsin regardless of how long in operation, must be licensed by the WEAB in order to do business in the State.

## REFERENCES

- DOL WIA Rules and Regulations
- DWD WIA Policies and Procedures Manual
- State of Wisconsin W-2 Wisconsin Works Program
- DWD W-2 Policy Manual

## SELECTION OF CLIENTS

The highest priority for training and/or services is those clients who are most in need (i.e., those with limited or no transferable skills). Priority of services established by the Western Wisconsin Workforce Development Board, Inc. will be followed. The Individual Employment Plan (WIA) or Employability Plan (W-2) must indicate training-related needs, supported by assessment information. The IEP/EP must also identify barriers to training and employment, and specify plans to overcome barriers. Clients with multiple barriers to employment are considered a high priority.

Consideration shall be given to targeted groups as defined in the WIA plan and to equity in geographic distribution for all WIA programs.

Clients with a four-year degree or more would generally not receive additional skill training subsidies through WIA and would be low on the priority list. Exceptions would include an individual whose degree is either outdated or in a non-demand occupation, or whose skills must be upgraded to be competitive in the job market. Care should be taken to document the exception and its reason in the IEP/EP.

WIA-eligible clients who have defaulted on a general student loan and are, ineligible for Pell Grants are still appropriate to serve. Although DOED may have instituted collection proceedings, these clients are not on a government-wide debarment list. The WDA should assure that clients are fully assessed and provided the full range of services necessary to complete their programs and to achieve goals on IEP.

## **SELECTION OF TRAINING PROGRAMS**

Training provided by funds shall only be for occupations for which there is a demand in the service area or another area to which the client is willing to relocate. Consideration in the selection of training programs will be given to high demand or growth occupations.

All occupational training should be designed to prepare students for gainful employment in a recognized occupation or profession, and offered by providers on the State list of training providers. Emphasis will be placed on training individuals for non-traditional demand occupations.

Training includes programs leading to a degree, certificate, or other recognized training credential. Funding for a four-year degree program shall only be approved if the student has already started a program and is able to finish in less than 104 training weeks. Other training may include work experience, OJT training, and contract training (class-sized training) programs developed as needed in the WDA.

## **SELECTION OF TRAINING PROVIDERS**

Clients will be able to select an appropriate training provider from any State Approved List of Training providers.

## **DETERMINING FUNDING LEVEL**

The WDB requires that all participants enrolled in any Pell-eligible training program must apply for financial aid. The Pell-eligible institutions are required to provide the WIA service provider with a copy of the Student Award Letter and other documents pertinent to determination of financial aid available from non- WIA funding sources. Clients will also be referred to link with other appropriate service delivery organizations.

Pell considers total expenses as allowable. WIA funding may contribute towards tuition, fees, books, and other materials necessary for the educational program, as well as other support costs necessary to complete training in accordance with WIA Guidelines for Support Services.

Funds will be prorated should a client enroll after classes begin, or dropout.

Actual funding level will be determined in the following manner:

1. The client is required to apply for financial aid and initial eligibility is determined.
2. The Award Letter will indicate unmet need in dollar amount. However, it does not document income for W-2 clients. Employment Coordinators/FEPs must include that income in their calculation of need.
3. The WDB will provide assistance per current local WIA Funding Guidelines for Adult and Dislocated Workers. Funding will not will not exceed the current per credit cost for a 1 or 2 year program at a local technical school or for those enrolled in 4-year institutions, the per credit cost at a state university. Tuition for out-of-state institutions shall not exceed the amount that would be paid to an in-state institution. Eligibility for loans may be considered; however, clients cannot be required to apply for loans.
4. Clients will be responsible for some portion of their training costs, which includes training costs and living expenses.
5. Participants will be encouraged to complete training in the shortest time possible.

## **SELECTION OF SUPPORT SERVICES PROVIDERS**

Good judgment will apply in the selection of a provider. The provider should have a competitive price compared to other providers and shall be from the local area whenever possible. This will allow for direct contact, ease in obtaining the service, and the expenditure of funds within service area boundaries.

Although none of these guidelines are absolute, they provide the basic framework for a sound decision on selection of support service providers. Reputation, quality, cost, and individual choice will be considered in the selection of providers.

## **FUNDING LEVELS**

Support services are provided to assist individuals in participating in an active job search or attending training and may include bus tokens, mileage reimbursements, shoes, clothing, work equipment including tools, medical services (i.e., physical exam, eye glasses, etc.), job search and relocation assistance.

Funding level guidelines are as follows.

**Dependent Care** – Up to current market rates per hour for every hour in job search or training activities for the first dependent and up to 80% of the current market rate for each additional dependent. The Childcare Resource and Referral agency in La Crosse will be the source for the current market rates. Family members living in the home are not eligible to receive dependent care reimbursement. Payments will be made directly to the individual and not the provider upon receipt of documentation.

**Clothing/Uniforms** – Up to \$200 per individual lifetime limit. Any clothing or uniform support should be limited to what is required for the individual for training, interviewing or employment.

**Physical Examinations** – Up to \$200 per individual lifetime limit.

**Tools** – Up to \$1,000 per individual lifetime limit. A bona fide offer of employment with start date and a statement from an employer specifying the exact tools or equipment needed for employment must be provided. The individual must remain employed for 180 days to retain possession of the tools or equipment. If employment is terminated before that date, the tools or equipment will become the possession of the Western Wisconsin Workforce Development Board, Inc. with the individual having the option to repurchase the tools at a discounted price. Tools for entrepreneurial efforts will not be covered. Quality and reasonable price shall be considered.

**Transportation** – Up to the current federal reimbursement rate, (to cover the cost of gasoline and oil, not wear and tear on vehicles), gas vouchers, or bus tokens. Automotive repairs are available in cases of emergency where cost would be an extreme hardship on the individual with a maximum allowable annual limit of \$500

**Lodging** – Up to 50% of lodging required during an out-of-area job search is reimbursable up to the current per diem rate for the area of lodging as defined by the federal government. Individuals must request lodging support assistance before the expense is incurred

**Relocation** - Relocation assistance may be provided to individuals to assist in moving outside the regular commuting area to accept a bona fide offer of employment. Assistance may include costs to cover expenses incurred during the move and immediate costs upon arrival in the new area (i.e., security deposit, utility hook-up, rent down-payment, temporary lodging, and meals). Moving costs may include mileage to the new area, rental costs of truck/trailer for moving personal belongings, meals and lodging while in transit, and temporary storage costs.

All requests for relocation assistance must be approved before the relocation begins. Only one relocation allowance may be paid per individual. The relocation must begin within 6 months of the date of

application or after completing approved training. Individuals receiving relocation assistance must be able to provide documentation of the following criteria:

- Offer of suitable employment with start date and wage. (Defined as employment which allows for self-sufficiency (or requires waiver) full-time employment or obtained a bona fide job offer from an employer outside the regular commuting area;
- Documentation that the relocation is not paid for by the employer or a source other than the claimant; and
- Two written estimates of moving and travel costs involving commercial carriers or rental agencies. Individual has the choice of carriers taking into consideration quality, convenience, and costs at a comparable level.

The **maximum amount allowed** per individual for relocation assistance shall be \$1,500 including all relocation expenses (commercial carriers and/or moving van, transportation, meals, motel, storage of household goods up to 60 days, etc.). The amount paid for relocation assistance will be approved on an individual basis and will be based on need and available funds.

**Moving** – Up to 50% of expenses associated with the physical moving of household goods- subject to the total limit of \$500 per individual. If individuals prefer to move themselves, the reimbursement will be for one vehicle to load and deliver the goods. A reasonable number of trips to accomplish the move with the one vehicle will be reimbursed. There will be no reimbursement for a person's time. For re-locations outside of a 100-mile radius commercial movers will be encouraged. Weight limit for all carrier household goods may not exceed 18,000 pounds

**Transportation** – Actual mileage will be reimbursed at a rate up to the current federal reimbursement rate for one automobile. Mileage for two automobiles will only be provided in exceptional circumstances for family members who need to arrive at the destination at differing dates due to school, medical needs, or family member's employment. Waivers may be requested for families owning two automobiles.

**Lodging** – Expenses for overnight lodging which may be required during the move will be reimbursed based on receipts up to a maximum allowed by the federal per diem rate for the area of lodging.

**Other costs** incurred during the move or upon immediate arrival in the new area may be reimbursed upon individual circumstances and as approved by the case manager **prior** to the individual incurring any expenses

**Other Support Services** – Support services not specifically mentioned above will be considered on an individual basis with the amounts determined based on the needs of the individual.



**Western Wisconsin Workforce Development Board, Inc.**  
**Individual Training Account Provider List**

**PURPOSE**

These guidelines have been established for Workforce Investment Act (WIA) implementation to ensure consistency in the local approval process of training providers for inclusion on Wisconsin Department of Workforce Development's (DWD) State List of Eligible Training Providers.

Local criteria for selection have been established until additional policy becomes available on minimum performance levels required by DWD for training providers other than those identified as automatically eligible during the initial year of WIA. The "other" group of training providers includes community-based organizations, private organizations, and post secondary Title IV agencies offering programs that do not lead to an associate degree, baccalaureate degree, certificate or technical diploma.

**REVIEW PROCESS—INDIVIDUAL TRAINING ACCOUNT PROVIDER APPLICATIONS**

- Training provider applications will be accepted continuously beginning June 1, 2000. The Western Wisconsin Workforce Development Board (WWWDB) will accept electronic or hard copy applications through the designated local Individual Training Account (ITA) contact *Workforce Connections, Inc., P.O. Box 2908, La Crosse, WI 54602-2908, magnusonc@wwtc.edu*. Electronic applications are preferred.
- Training provider applications will be distributed and collected through the local ITA contact (as stated above).
- Upon receipt of training provider applications for training services offered within the Workforce Development Area (WDA) #9, the local ITA contact will distribute applications electronically (email or fax) to WWWWDB Planning Committee members within 24 hours for review and recommendation. A cover memo noting date of application receipt and local selection criteria will be attached to applications submitted to Planning Committee members.
- Planning Committee application reviews will be completed and recommendations for approval/denial will be submitted to the local ITA contact within three working days for "automatically" eligible applications (per State policy) and five working days for all other applications. Application approval is assumed for applications to which Planning Committee members give no response within timeframes previously noted.
- Upon Planning Committee approval, applications will be submitted to DWD for inclusion on the State List of Eligible Training Providers.
- If a Planning Committee member raises an objection to a training provider application, the local ITA contact will forward the objection to Planning Committee Chair who will either resolve the objection or otherwise arrange for full Committee action (e.g., call a Committee meeting which could be electronic to vote on the application).
- Consistent with DWD policy, notice in writing will be provided by the local ITA contact or by a DWD representative to training providers denied eligibility for inclusion on the State List of Eligible Training Providers.

- In most cases, training providers submitting applications to WWWDB for training services offered outside of WDA #9 will be advised by the local ITA contact to submit the application(s) to the local Board(s) for the area(s) in which the training services are provided.
- Training provider applications submitted to WWWDB for training services offered outside of WDA #9 not currently listed on the State List of Eligible Training Providers may be reviewed by WWWDB Planning Committee members when a locally approved ITA customer's Individual Employment Plan is impacted.
- Upon recommendation by a case manager in WDA #9, applications will be requested for review through the local ITA contact from training providers for programs not currently listed on the State List of Eligible Training Providers.

#### **SELECTION CRITERIA FOR “OTHER” TRAINING PROVIDERS**

Criteria for inclusion on the State List of Eligible Training Providers:

- Application and description of training services is complete.
- Application contains the required information on cost of program/coursework.
- Training provider has not violated any conditions of WIA.
- Performance information relating to program completion, entry into employment, and employment wages provided by training provider is acceptable to the WWWDB Planning Committee members.
- Training providers submitting applications for programs or coursework for which performance information is not available may be conditionally approved for inclusion on the State List of Eligible Training Providers if the training to be provided leads to skills or competencies that are needed to obtain employment in a demand occupation.
- Training providers with conditionally approved programs or coursework will be advised by the local ITA contact that performance information is required after one year or after the WDB's receipt of additional criteria established by DWD.

**Western Wisconsin Workforce Development Board Inc.**  
**ON-THE-JOB TRAINING GUIDELINES**

**PURPOSE**

The following On-the-Job Training (OJT) Guidelines and procedures have been established in order to provide consistency in promotion and operation of the OJT program in the Western Wisconsin WDA.

WIA service providers should establish internal policies and procedures to carry out the OJT program in accordance with these guidelines. Service Providers will have the authority to be more restrictive, but not less restrictive, than these guidelines if the provider determines funding sources dictate a need for tighter programmatic controls

“The term “on-the-job training” means training by an employer that is provided to a paid participant while engaged in productive work in a job that –

- (A) Provides knowledge or skills essential to the full and adequate performance of the job;
- (B) Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
- (C) Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.” (Defined in WIA law Sec.101 # 31)

**THE GOAL OF OJT**

The goal of on-the-job training is employment that assists a participant in moving toward becoming economically self-sufficient. The on-the-job training should contribute to the occupational development and upward mobility of the participant.

**REQUIREMENTS OF WIA LAW IN REGARDS TO OJT**

- Employers in the public, private non-profit or private sectors can provide On the Job Training (OJT).
- An OJT contract is between the employer and the local program. It is to provide occupational training for the WIA participant in exchange for the reimbursement of up to 50 percent of the wage rate to compensate the employer for the extraordinary costs of training the participant. Employers are not required to document such extraordinary costs.
- The local program must not contract with an employer who previously exhibited a pattern of failing to provide OJT participants with continued long-term employment. The wages, benefits and working conditions must be equal to those provided regular employees who have similar seniority and the same type of work.
- The OJT contract must be limited to the period of time required for the participant to become proficient in the occupation for which training is being provided. The following factors need to be considered in determining the length of the contract: skill requirements of the occupation, academic and occupational skill of the participant, prior work experience of the participant, and the participant’s individual employment plan. (*Source: Workforce Programs Guide, page 2-93*).

### **A PARTICIPANT MUST BE APPROPRIATE FOR OJT**

- OJTs are only to be written for adults and dislocated workers who are appropriate for this services under the WIA law;
- OJT contracts may be written for eligible incumbent workers when:
  - The requirements in the above section (Requirements of WIA Law in Regards to OJT) are met; and
  - The employee is not earning a self-sufficient wage as determined by Local Board Policy; and
  - The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the Local Board. (*Source: #663.705 of the WIA Regs*);
- OJT contracts must be for an occupation, which corresponds to participants' interests and skills as identified during the assessment process; and
- Staff developing an OJT will clearly demonstrate the need for the OJT through the participants IEP assessment process. The IEP will demonstrate that the participant is in need of additional training in order to be qualified for the position.

### **THE OJT MUST BE WRITTEN FOR AN APPROPRIATE OCCUPATION**

- The goal of the OJT will be to help the client in moving toward becoming economically self-sufficient as outlined in the WIA plan;
- The occupation must offer full time employment. Fewer hours per week are only allowable if the wage being offered allows the participant to meet self-sufficiency;
- OJT is encouraged in higher skill occupations, or in occupations that provide non-traditional opportunities for females;
- OJT contracts will be written only for demand occupations; and
- OJT contracts cannot be written for occupations in which the participants have previously been trained, unless there has been a substantial change in the skills needed for that occupation.

### **THE EMPLOYER MUST BE APPROPRIATE FOR AN OJT**

Service Provider staff must be reasonably certain that:

- The employer is likely to retain the participant after successful completion of the OJ;
- The employer has the capacity to provide training (i.e., supervision, tools, equipment, instruction) in a manner that teaches the skills needed for the job;
- OJT contracts are not written with employers for individuals whom they previously employed; and
- The employer is to treat the employee like any other employee that they hire. The only difference will be that we are assisting them in providing training over and above what would normally be provided to a new employee.

## **DEVELOPMENT OF TRAINING OUTLINE**

1. The training outline must be based on information from the participant's Individual Employment Plan which indicates a clear need for an OJT due to a lack of certain skills.
2. In no case may training reimbursement exceed the later of six months or 499 hours.
3. In no case will payment exceed an amount equal to 50% of the non-overtime wages paid during the reimbursement period. (Holiday, sick, vacation or other types of non-worked compensation is considered a benefit and not a wage.)
4. The training outline must include:
  - Job Description
  - Specific measurable skills to be taught
  - Training Method
  - Training Provider
  - Performance Measurement

## **CLASSROOM TRAINING AS PART OF AN OJT**

The Western Wisconsin Workforce Development Board, Inc. views occupational classroom training as an important part of the OJT program. Classroom training is training in an accredited, certificate, diploma or degree granting program or an off-site employer sponsored program, which is related to the occupational area of the OJT position or the career goals of the participant as identified on the Objective Assessment and Individual Employment Plan.

Prior to finalizing an OJT contract, the WIA service provider staff shall discuss appropriate classroom training options with the employer and the participant. Staff may be used as resources to investigate available classes and to assist with enrollment.

If there is a financial need, all participants enrolled in classroom training should be provided with adequate transportation and childcare support services while enrolled in the OJT and while participating in the classroom training. Provider staff representatives may administer costs of tuition, fees, books and other supplies required by the classroom training.

## **CONTRACT PROCEDURES**

- All signatures on the OJT contract must be obtained on or prior to the participant's first day of training.
- Within 5 working days of obtaining all necessary signatures, the WIA staff will forward a copy of the OJT contract and the Participant needs score to the for processing by the appropriate WIA fiscal agent.
- The service provider the right to reject any OJT contracts which may violate federal, state or local laws or regulations.

## **PAYMENT PROCEDURES**

1. The fiscal agent will proceed with all payments of OJT employer reimbursements based upon a completed, signed OJT contract and completed and properly authorized invoices with accompanying payroll documentation of actual payment.
2. At the time the contract is executed, the services provider staff will provide the employer with blank invoices to be completed and submitted to the fiscal agent on a monthly basis.
3. The fiscal agent will be responsible for reconciling the invoices received with the OJT contract. Invoices that are acceptable will be processed according to standard accounts payable procedures.
4. If at any time the employer fails to meet any provision of the contract, the WIA service provider staff will immediately notify the fiscal agent and invoices will cease to be processed until the breach of contract is remedied.
5. Invoices submitted for terminated contracts will be honored only for those periods applicable to an active and good faith contract.

NOTE – Invoices submitted more than 60 days after the end date of the OJT contract will not be paid.

## **MONITORING**

Service providers are required to perform documented on-site monitoring of all OJT's at least once during the length of the contract. The employer and the employee will be interviewed to determine such things as working conditions, adherence to contract requirements, whether or not the training described in the training outline was actually provided, whether or not the skills identified on the training outline have been acquired, accuracy in invoice/payment procedures, problems/suggestions, etc. Copies of monitoring forms indicating satisfactory provision of training must be submitted to the fiscal agent before final payments will be made to the employer. Final payment may not be made if the WIA service provider staff indicates that contract requirements, including the training outline, were not satisfactorily met.

**Western Wisconsin Workforce Development Board, Inc.**  
**Guidelines for Follow-up Services for WIA participants**  
**April 25, 2005.**

As of April 25, 2005, the Workforce Development Board has adopted the State of Wisconsin recommended policy for follow up services. WIA Policy Update 04-02 dated February 5, 2004.

The following are excerpts from that policy. The Administrative Agent for WIA funds will ensure that the State policy is followed by issuing procedures for service providers to follow.

The State policy follows.

## ATTACHMENT VIII

### Follow-Up Policy

Department of Workforce Development  
Division of Workforce Solutions  
Bureau of Workforce Programs  
P.O. Box 7972  
Madison, WI 53707-7972  
Telephone: (608) 266-5370  
Fax: (608) 261-6968  
e-mail: dwddws@dwd.state.wi.us



State of Wisconsin  
Department of Workforce Development  
Jim Doyle, Governor  
Roberta Gassman, Secretary  
Bill Clingan, Division Administrator

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**Date:** September 22, 2004

**To:** Workforce Development Board Executive Directors  
One-stop Operators and Job Centers  
Youth Program Managers/Lead Contacts

**From:** Connie Colussy  
Director  
Bureau of Workforce Programs

**Subject:** **Workforce Investment Act (WIA) policy Update 04-02 – WIA Follow up Services**  
(Revised "Policy" section of 04-02 - WIA Follow up Services policy for clarification)

#### Purpose

This policy update is to provide clarification on allowable follow-up services for registered customers of the adult, dislocated worker, and youth Workforce Investment Act (WIA) programs. Revisions were made to the purpose, background and policy sections of the initial policy in response to feedback received from field staff at technical assistance and training events.

The initial follow-up service policy was developed in response to the Department of Workforce Development (DWD)/Division of Workforce Solutions (DWS) observations during monitoring of WIA performance standards. In addition, Workforce Development Boards (WDBs) have requested guidance regarding the following:

- If WIA funds can be used on follow-up services once a participant is exited;
- What kinds of activities are allowed;
- How these services are to be recorded in the Automated System Support for Employment and Training (ASSET); and
- How such expenditures should be recorded on the WIA Monthly Financial Status Report.

#### Policy/Legislation References

- Workforce Investment Act Title IB, Section 129(c)(2)(I); Section 134 (d)(2)(k), Section 134(e)(3)(A).
- 20 CFR part 663; 663.150(b); 663.155; 664.450(a)(b).
- DWS Workforce Program Guide, Part 2. Section II.(o); Section III. (I)(9).

#### Background

The WIA establishes follow-up services as an allowable activity. The goal of follow-up services for adult, dislocated worker and older youth (19 to 21 years old) customers is to ensure job retention, wage gains, and career progress for individuals who obtain unsubsidized employment. The goal of the follow-up services for younger youth (14 to 18 years old) participants is to enable participants to continue life-long learning and achieve a level of self-sufficiency.

DWSW-10474-E (R. 01/2004):



In order to attain desired follow-up services, service providers need to go beyond phone calls and other periodic contacts. It may be beneficial to follow-up with both customers and their employers. Additional suggestions for improving delivery of follow-up services include:

- At intake, as Employment Specialists mutually establish services with a customer, intentionally design follow-up and retention services.
- Consider contracting with Business Consultants or Orientation Specialists to only provide follow-up and job retention services to focus efforts and maximize relationships with employers.
- Avoid telling customers their status such as "exiting." This is an ASSET term and Employment Specialists need to be clear about ending a service versus exiting a customer per ASSET.
- At ASSET exit, record or set up a tickler file on when to check up on a customer, and assist with any employment retention needs.

### Policy

The emphasis of follow-up services is job retention and advancement, lifelong learning and self-sufficiency, and provision of additional services as needed to assist program customers. While intensity, frequency, and type of follow-up services are determined at the local level, the Department of Workforce Development recommends that program providers conduct follow-up frequently enough to address on-the-job issues and prevent job loss. Follow-up is critical to ensure successful, long-term employment and directly relate to WIA performance outcomes. The follow-up provided should be based upon individual customer needs as well as the goals and objectives of the local WDB system

#### Adults and Dislocated Workers:

Follow-up services **must be made available** as appropriate for adults and dislocated workers, who are customers and placed in unsubsidized employment, following the first day of their employment. Review the customers' needs as well as their individual employment plans (IEP) to determine if it is appropriate to provide them with follow-up services. While follow-up services must be made available, not all of the adults and dislocated workers who registered and were placed into unsubsidized employment will need or want such services. Participants who have multiple employment barriers and limited work histories may be in need of significant follow-up services to ensure long-term success in the labor market.

It is expected that training and supportive services provided after entry into unsubsidized employment (post-placement/entered employment) will be limited, and clearly documented in the customer case file and ASSET database. Such post-placement/entered employment training and supportive services may be provided consistent with policies established by the local workforce development board and determined to be necessary on an individual basis by the board.

#### Older and Younger Youth:

Older youth and younger youth participants **must receive** some form of follow-up services for a minimum of 12 months after they are ASSET exited.

### Funding of Follow-up Services

1. WIA funding for adults and dislocated workers follow-up services is an allowable expenditure; and

2. Financial assistance as needs-related payments for employed participants is not an allowable follow-up service, when a customer is in post-placement (entered employment). These payments are restricted to unemployed individuals who have exhausted or do not qualify for unemployment compensation and who need the payments to participate in training.

#### **Appropriate and Allowable Activities**

The following guidance is provided to assist program providers in determining what follow-up services would be appropriate and allowable expenditures. Follow-up services may be provided beyond 12 months at the discretion of the local WDB. While follow-up services must be made available, not all participants will need or want such services. The scope and intensity of appropriate follow-up services may vary among different participants and should be consistent with the individual service strategy for each participant.

All other WIA activities that were allowable prior to ASSET exit are allowable after exit. When individuals are ASSET exited (whether soft exit due to non activity, or hard exit due to customer becoming employed or customer leaving and not being need the payments to participate in training) does not mean they are exited from the WIA program.

It is allowable for WDB staff to do follow-up such as contacting an employer for a customer, especially in cases where their current contracts with providers has a duration less than 12 months after customers are ASSET exit. However, to ensure compliance with federal direct services regulations, WDBs need to use contractors when providing customers with certain follow-up services such as those provided for a formal training course.

Sample activities are listed below for the adult and dislocated worker programs and the youth programs.

#### **Adult and Dislocated Worker Programs Follow-up Services:**

- Additional career planning and counseling (for example, labor market information, demand occupations, job search assistance, entrepreneurial training, career counseling, resume development, etc.);
- Employer contact, including assistance with work-related problems (for example, on-site visits, information on Work Opportunity Tax Credit, bonding, workplace training instruction, post-employment (entered employment) training on interim services or a limited basis, incumbent worker services, English as a Second Language, etc.);
- Information about additional educational opportunities (for example, referral to WI Technical College System or other institutions, General Educational Development Test, WIA funded and other educational opportunities, etc.);
- Peer Support Groups (for example, group counseling, workshops, etc.); and
- Supportive Services information (for example, childcare, housing, transportation, vocational rehabilitation assistance, work clothing, etc.).

**Youth Programs Follow-up Services** - Allowable follow-up services are among any one of the ten required youth program elements, which include:

- Adult Mentoring (for example, job shadowing, tutoring, etc);
- Assistance in securing better paying jobs, career development, and further education (for example, labor market information, career counseling, job search assistance, work experience programs, etc.);
- Employer contact (for example, assistance in addressing work-related problems);
- Job Club or another type of continuing post placement activity to keep youth engaged and help identify retention problems;

#### WIA Policy Update 04-02 Follow up Services

- Leadership development opportunities that encourage responsibility, employability, and other positive social behaviors. (For example, exposure to post secondary educational opportunities; community and service learning projects; peer-centered activities, including peer mentoring and tutoring; organizational and team work training, including team leadership training; training in decision-making, including determining priorities; and citizenship training including life skills training such as parenting, work behavior training and budgeting of resources.);
- Supportive Services activities (for example, linkages to community services; referrals to medical services; and assistance with childcare and dependent care, housing, transportation and/or uniforms or other appropriate work attire and work-related tools, including eye glasses and protective eye gear.)
- Tracking progress in employment after training (for example, regularly-scheduled follow up, including in-person sessions); and
- Work-related Peer Support Group (for example, workshops, English as a Second Language, literacy, etc.).

#### **Reporting Follow Up Services in ASSET**

Follow-up services are to be recorded in ASSET system under the "Manage Follow-ups" function. Program customers must be exited in ASSET prior to follow-up services being recorded.

#### **To report follow-up services in ASSET:**

1. Select "Manage Follow-Ups";
2. Go to "Follow-up Services";
3. Click, "Add Follow-up Service" button;
4. Enter the appropriate information and save the record.

For further instruction on how to enter and update follow-up services, see the *ASSET User's Guide* at <http://www.dwd.state.wi.us/dws/manuals/asset/>. The *User's Guide* is available on-line, simply by selecting "Help" from the ASSET menu selection list.

Under the policy, the key date for initiating Follow-Up Services is the exit date. To assist local agencies in determining which individuals have been exited, a report was created in the Job Center Systems Data Warehouse that gives a worker an opportunity to select a group of individuals by exit date. This report - JCSDW Report #38 - WIA Title 1 Exits (date range prompt) - allows a worker to find all exiters for a specific period. For example, if the WDB requires a final follow-up for everyone who exited in November 2002, then simply enter date parameters of 11/01/2002 through 11/30/2002 to get everyone who needs to have a follow-Up done before the end of November 2003.

#### **WIA Monthly Financial Status Reporting**

Follow-up service costs are to be considered current period program expenditures and should be reported on a WDA's WIA Monthly Financial Status Report.

#### **Action Required**

The WDBs and their WIA adult, dislocated worker and youth program service providers are to apply this policy when a customer has been exited from ASSET. Prior to exiting customers from WIA programs, program service providers should ensure that customers have received all employment attainment and retention, and continued learning services that are appropriate for their individual needs.

#### **Questions and Technical Assistance**

Should you have questions regarding this policy, please contact the Local Program Liaison (LPL) assigned to your area.

**Western Wisconsin Workforce Development Board, Inc. Youth Council  
PLAN FOR LIFE SKILLS**

*Each module consists of several workshops. Modules can be presented as needed to address the needs of the group*

**Core or Basic – 3 modules**

1. Career Planning
    - Career Assessment
    - Educational Planning
    - Goal Setting
    - Labor Market Information
    - Job Net
  2. Job Seeking
    - Resume Writing
    - Applications
    - Interviewing
    - Cover Letters
  3. Job Retention/Work Performance
    - Punctuality
    - Attendance
    - Performance Appraisal
    - Responsibility
    - Work Ethic and Ethics in the Workplace
- 

**Intensive or Intermediate level – 3 modules**

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"><li>1. Communication<ul style="list-style-type: none"><li>• Internal – Co-worker communication, team communication</li><li>• External – Dealing with the public, customer service</li><li>• Non-verbal</li><li>• Listening</li><li>• Networking</li><li>• Ethics</li></ul></li></ol> | <ol style="list-style-type: none"><li>2. Financial Management<ul style="list-style-type: none"><li>• Balancing your checkbook</li><li>• Ethics of Finance</li><li>• Investments</li><li>• Savings</li><li>• Ethics</li></ul></li><li>3. Self Management<ul style="list-style-type: none"><li>• Stress Management</li><li>• Organizational skills</li><li>• Time Management</li><li>• Anger Management</li><li>• Ethics</li></ul></li></ol> |
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**Western Wisconsin Workforce Development Board, Inc.**  
**QUALITY ASSURANCE PLAN**  
**2004-05**

**PURPOSE**

The ultimate goal of this Quality Assurance Plan is to ensure the quality of employment and training services that are offered to the individuals and entities served by the Workforce Development Board, Inc. (WDB).

The purpose of the plan is three fold:

- Ensure that federal, state and local grants are being used for authorized purposes in compliance with laws, regulations and grant agreements;
- Identify needs for technical assistance and staff training;
- Provide input for continuous improvement and identify best practices to be incorporated into the planning process and program operations.

This Quality Assurance Plan will provide the Workforce Development Board with objective information about what is occurring in the delivery system compared to the planned expectations. This function is intended to be a supportive process where program staff members are involved in identifying solutions to problems and recommending program improvements to ensure program integrity, quality, compliance, best practices and coordination.

**SCOPE**

The scope of this plan includes programs of funding streams under the purview of the Western Wisconsin Workforce Development Board, Inc.

**PROGRAM QUALITY ASSURANCE**

**Programmatic Quality Assurance**

The Western Wisconsin Workforce Development Board, Inc. oversees a variety of employment and training programs, and the goal of this component is to ensure both quality and compliance for each program (and subcontract) operated to ensure that actual program operations are achieving planned outcomes. Workforce Connections, Inc. the fiscal and administrative agent for the WDB will perform the functions of the programmatic quality assurance. The methodology is as follows:

**External Program/Fiscal Reviews** may be conducted by our funding sources to monitor program compliance to ensure planned to actual activity is occurring. These reviews are done as scheduled by the funding source. The results from external review processes are utilized in the quality assurance process and are incorporated in subsequent internal reviews to avoid duplication of monitoring and quality assurance efforts.

**Performance Reviews** are conducted to analyze information to track program performance on an aggregated level. These reviews ensure that performance problems are identified as they occur so that energies can be directed to make corrections. Data is compiled from a variety of sources, including financial, programmatic and participant data reports, and reviewed on a monthly basis.

**Participant File Reviews** are conducted by program directors/managers. Files will be selected at random and reviewed to ensure that files are in compliance. Technical assistance and training will be provided as necessary based upon information gathered from the file reviews. Participant file reviews are conducted at least quarterly.

**Customer Service Survey Reviews** are conducted to analyze information to track customer service responses on both a programmatic basis as well as specific location basis. Best practices may be identified as well as needs for follow-up and technical assistance. Follow-up occurs from the program manager to staff and/or customer as appropriate to ensure resolution of identified concerns.

**Compliance Reviews** required by program legislation and other funding sources regulations are conducted to ensure compliance with applicable regulations and to identify potential, existing, or emerging problems and to recommend corrective action where necessary. At a minimum, plans will be reviewed annually. The reviews will be conducted by respective program managers within the first 120 days of the contract. These reviews should identify goals, objectives, and other specific plan requirements, and the status of each.

**Fiscal Reviews** are conducted to ensure appropriate programmatic use of resources and budget management, including staff energy, current expenditures, and specific projected costs. At a minimum, fiscal monitoring will be reviewed quarterly.

**Subcontract Reviews** are conducted to ensure that systems are in place to ensure appropriate execution of subcontracts language and program expectations. At a minimum, subcontractor reviews will occur annually.

## REPORTING

Portions of the performance and fiscal reports that fall under the jurisdiction of the Workforce Development Board are reported out through the appropriate subcommittees and a summation of all reports are reported to the full Board.

The results of the internal quality assurance reviews will be provided to the service provider for review to identify needs for technical assistance, and a recommendation of future action. A summary document will be made available to funding sources and stakeholders upon request.

## TIMETABLE

The timetable for program year 2004-2005 is as follows:

- The Workforce Development Board, Inc. Planning Committee will review the plan for Program Year 2004-05 by October 30, 2004. Recommendation for approval will be forwarded to the full Board.
- Workforce Connections, Inc. will conduct reviews on an ongoing basis, according to the outlined plan.
- A final quality assurance report based on the applicable programs that fall under their respective oversight responsibilities will be presented to the Workforce Connections, Inc. Board of Directors and to the Western Wisconsin Workforce Development Board, Inc.

## OVERSIGHT

The Workforce Development Board, Inc. or its assigned committees review fiscal and performance reports at their regularly scheduled meetings. The Chief Local Elected Official (CLEO) receives all mailings which includes fiscal and performance status reports.